

Rugby New Zealand 2011 Limited

Rugby World Cup 2011 Volunteer Programme Detailed Operations Plan

February 2012

Version 14

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VOLUNTEER PROGRAMME OVERVIEW

Preamble

Rugby World Cup 2011 (RWC 2011) will be the biggest event, sporting or otherwise, ever to have been staged in New Zealand. 20 teams will play a total of 48 matches between 9 September and 23 October 2011. Rugby New Zealand 2011 (RNZ 2011), the tournament organising committee, is anticipating that this event will attract 60-80,000 visitors to New Zealand, sell in excess of 1.5 million match tickets and will generate huge worldwide television and media exposure.

The New Zealand Government and the New Zealand Rugby Union (NZRU) have joined in partnership and have invested heavily in this event not just because of New Zealand's outstanding rugby heritage and the fact that this is rugby's premier event and the world's third largest sporting event. They have also each invested because the core event provides both rugby in New Zealand and New Zealand itself with one of the best opportunities ever to undertake something which unites the nation and creates not only short term benefits but many enduring benefits.

In recent years, volunteer programmes have become an integral feature of major sporting events. Ten years after Sydney delivered what is generally regarded as the "best-ever" Olympic Games and Paralympics, an abiding and very positive memory in the minds of many of the event's participants, organisers, commercial partners, public sector backers, spectators and members of the volunteer workforce themselves is the success of its Olympic and Paralympics volunteer programmes.

The Volunteer Programme will be a highly visible "flagship" initiative for RWC 2011, the outcome of which will be an important factor in determining the actual and perceived success of the whole RWC 2011 tournament.

Project Synopsis

This project has received the strong support of the Minister for RWC, Cabinet, NZ 2011 (Government's office supporting planning for RWC 2011) and the Government RWC Coordination Group, the members of which are the chief executives of those Government departments and agencies which have a link to and are involved in preparations for the delivery of RWC 2011.

RNZ 2011 anticipates creating and utilising a 5000+ strong volunteer workforce to help with the delivery of the RWC 2011 tournament and associated events.

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There will be in excess of 50 individual roles falling across all tournament and host regional functional areas. Details of these functional areas and roles are outlined below.

STRATEGY

Vision/Mission

The RWC 2011 Volunteer Workforce will provide excellent customer service and be acclaimed by the various stakeholder groups for contributing to an operationally excellent tournament. The RWC 2011 Volunteer Programme will create special memories for everyone attending the RWC and associated festival events and enhance the reputation of New Zealanders as great hosts. The RWC 2011 will leave a positive footprint for volunteering at future events in New Zealand.

Guiding Principles

The following principles will guide the development, management and delivery of the Volunteer Programme:

- RNZ 2011 will provide direction and leadership of the Volunteer Programme
- The Volunteer Programme will be conducted in an inclusive and collaborative manner in order to maximise the input of and value to interested stakeholders
- Specific population groups will be targeted when seeking applications for volunteers
- The Volunteer Programme will strive to achieve high volunteer satisfaction levels and high performance expectations of volunteers
- Volunteers will have their expectations managed through proactive communications
- The Volunteer Programme will integrate into a seamless “One Team” approach with a united paid and volunteer workforce
- High standards of excellence will be expected across the entire Volunteer Programme
- Volunteers will be selected based on getting the right person for the right role
- The Volunteer Programme will have a distinctly New Zealand feel and vibe
- There will be a culture of respect, openness and fun

Objectives

1. Recruit a sufficient number of committed and appropriately skilled people to meet the needs of the Volunteer Programme
2. Train volunteers to a high level of competence that maximises event time performance
3. Maximise retention rates through a first class experience for the volunteer workforce conducive to them achieving meaningful and satisfying memories
4. Effective management of the Volunteer Programme to achieve the highest quality results within time and budget constraints

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In order to meet the above objectives and ensure success of the Volunteer Programme the following will be required:

- Comprehensive planning
- Excellent leadership by RNZ 2011
- Co-operative relationships with Provincial Unions, Territorial Authorities and Government
- Ownership and effective management of volunteers by their functional areas and venues
- Appropriate acknowledgement of the contribution made by volunteers

Key Challenges and Success Factors

Challenges

- Stakeholder involvement, ensuring all regions are appropriately briefed and staffed to assist with the programme
- Geographical spread of Venues and team hosting locations
- Workforce information systems, ensuring appropriate and flexible
- Meeting bid commitments (particularly around regional spread and legacy goals)
- Manage expectations of our stakeholders (IRB, New Zealand Rugby, unions) and our applicants
- Recruiting individuals from across New Zealand
- High volume of administration required
- Police check processing – time and resources required to deliver

Key success factors

- Recruit sufficient number of volunteers to fill positions across the organisation taking into account attrition level and building in a contingency pool
- Establish a sound, centralised and efficient recruitment process and system
- Appropriate systems, policies and procedures are in place to support commencement of recruitment.
- Establish a staffing structure and suitably skilled staff to process the high volumes of administration required
- Work with local regions and communities to build excitement around the Volunteer program
- Police check service levels and timelines are determined
- Secure the demand for each functional area early enough that the sourcing plan can respond effectively

We will be able to determine our success when:

- We have met key milestones and have been on track at pre-determined times

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- At tournament, every function and venue are able to carry out their services to the planned service level
- Our volunteers are remembered for:
 - Making significant contributions towards the staging of the tournament and festivals
 - Being approachable, willing to help and a source of useful information to those they interact with
 - Being highly passionate, well-informed and excited to be representatives of the tournament and festivals and a great host
 - Being happy, smiling and helpful!
 - Representing the diversity of New Zealand

Volunteers will remember:

- The great journey they went through and the pride of having been part of the team that delivered an extraordinary tournament and festival
- The experience they will bring to their next volunteer role or to their career

Legacy Outcomes

Volunteer Development

- An increased number of skilled volunteers likely to volunteer now and in the future
- RNZ 2011 will request information about previous volunteer experience in the registration process which indicates a pre-disposition to volunteer again
- RNZ 2011 to encourage all registrants to gain volunteer experience by volunteering between now and the Rugby World Cup 2011. Registrants will be referred to VolunteerNet for opportunities. Registrants will be asked to up-date their details with any volunteer experience between time of registration and the RWC 2011.
- Ensure continued contact about opportunities to volunteer for events via the Government's VolunteerNet website

Youth Development

- Develop and grow young New Zealanders (over 17) by engaging them in the programme and providing them with opportunities to be mentored, gain on-the-job work experience, networking opportunities and enhance their leadership skills.
- Discussions were held with Foundation for Youth Development Trust - including Project K, YMCA, On the Edge, Scouting New Zealand and tertiary institutions.

Skill Development

- New Zealanders trained in a number of aspects relating to volunteering, customer service (hosting), IT, leadership, culture and tourism
- The only way to register as a volunteer will be via the Internet (i.e. no paper based applications) therefore encouraging non-IT literate people and those without internet access to visit Libraries or Volunteer Centres where staff can provide assistance to set up an email account and completing the on-line application process

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- Complete aspects of the required training on-line (investigate the possibility of having generic training modules for all New Zealanders to complete – not just those who apply or are selected)
- All volunteer team leaders will complete leadership and train the trainer modules
- All volunteers will be required to undertake a comprehensive training programme about New Zealand, their local area, and job/venue specific functions
- Increase service standards across New Zealand through completion of customer service/host training modules

Community Development (Civic and National Pride)

- More New Zealanders as great hosts through the RWC 2011 and beyond
- Increasing knowledge of, and pride in, New Zealand through a mix of on-line and workshop based training modules
- Allow more than just the official volunteers to access on-line training modules
- Encourage all New Zealanders to be great hosts regardless of their involvement with the official Volunteer Programme
- Facilitate New Zealanders acceptance and awareness of different cultures and nationalities
- Working with TPK to determine most appropriate Maori engagement at both a volunteer participation and provision of cultural training content/material

FUNCTIONAL AREAS

Tournament Functional Areas

Match Management

The objective of the Match Management: Venue Operations and Personnel function is to provide trained personnel to fulfil a number of Match Management roles at the match day venues. Some of these personnel will also have duties on non-match days.

Team Services

The Team Services function manages and provides trained personnel to fulfil a number of Team Services roles throughout the tournament. These people work primarily with the teams throughout the tournament and can be required on non-match days.

Security

No Volunteer requirements. There is a need for more consideration on any emergency services, Maori Wardens etc who will provide support in a voluntary capacity to the tournament but will not be official RWC 2011 volunteers.

Ticketing

The ticketing department is responsible for the commercial and operational delivery of the RWC 2011 ticketing programme. There will be approximately 1.65 million tickets across twelve venues available for purchase for the tournament. The ticketing department will

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deliver a uniformed process across all venues. Providing a high level of customer service to ensure all spectators are engaged with in a consistent manner across the tournament, will be a key responsibility for volunteers working in this area.

Media Operations

The objective is to deliver a best practice Media Operations Programme including the provision of trained personnel to fulfil a number of media operations roles at the match day venues. Some of these personnel will also have duties on non-match days around team base camp media activities and training. It is anticipated that the media operations personnel will be recruited from the various Rugby Unions across New Zealand and universities and colleges that have specialist media students.

Medical

The Medical function manages and provides trained personnel to fulfil a number of roles to support the players and officials including doctors, physiotherapists and nurses. These people work primarily with the teams throughout the tournament and can be required on non-match days. They may be paid a per diem and will require uniform and training.

Sports Presentation

The Sports Presentation team is responsible for delivering the non-rugby entertainment elements at the 48 matches of RWC 2011. These elements include Big Screen production, live entertainment, anthems, team on field arrivals and presentations. Although most of the Sports Presentation development and delivery will be allocated to a range of professional suppliers, there will be opportunities for volunteering within this area, primarily in the area of operational support during matches.

Ceremonies

The Ceremonies team is responsible for the RWC 2011 Opening and Closing Ceremonies and other events. These events involve large teams of people, and encompass areas from creative development and performance through to operational delivery. Although the majority of the Ceremonies development will be allocated to a range of professional suppliers, there will be opportunities for volunteering within this area, including support elements during the actual ceremonies.

Accreditation

Accreditation is an integral part of the overall security and workforce management of the Rugby World Cup. The Accreditation team is responsible for creating the operational system for managing accreditations to ensure the entire workforce (and everyone else who needs accreditation like media, players, contractors etc.) is accredited correctly.

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Catering

The RNZ 2011 Catering scope covers catering for match days at venues, team hotels, volunteer centres, operations centres and training grounds. Catering delivery can range from a minimal provision (like a bottle of water for a hard working volunteer) right up to the delivery of fine dining to the most important and influential guests of the tournament.

Workforce Management

The Workforce function is critical to ensuring the successful delivery of RWC 2011. A highly motivated and effective workforce delivers a successful and memorable tournament. The Workforce volunteer positions will provide support to all staff, volunteers and contractors that make up the entire RWC 2011 workforce. The roles support the efficient running of Workforce check-in and break areas, assisting with scheduling and communications and ensuring the proper care and treatment of all workforce.

Host Functional Areas

Accommodation

The Accommodation function will play a vital role in the delivery of a successful and enjoyable tournament for Teams, VIPs and Tournament and Match Officials at RWC 2011, providing quality accommodation and information to the various guests. It is a key objective of the Accommodation function to provide a memorable experience for all visitors to the tournament, exhibiting New Zealand's welcoming, efficient and entertaining hosting culture.

VIP

The VIP Programme for RWC 2011 will be an all encompassing, integrated programme including guests from international rugby playing nations, visiting Heads of State and New Zealand shareholders and stakeholders. The VIP programme will manage all the logistics for VIPs around the tournament including booking and managing all flights, accommodation, ground transfers, luggage management, gifts etc. The programme will be delivered to the highest international standards, meeting IRB expectations, and showcasing standards of New Zealand hospitality and hosting excellence, whilst maintaining financial and operational controls. A uniquely New Zealand, yet global experience.

The programme will incorporate both match day and non-match day events. Each match venue has a designated VIP seating area with associated indoor area for pre-match and post-match functions. On non-match days, a number of IRB events are being held around the tournament. These are focused predominantly on the final week where there are a number of related events and activities.

Transport

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The Transport functional is responsible for delivering ground transport services to RWC 2011 guests, including Teams, VIP's, Tournament Officials, Match Officials and workforce. Transport's role is to deliver on-time services and facilitate the smooth and safe movement of tournament guests between venues, enhancing their experience of the RWC 2011. Transport is working with key New Zealand transport authorities to integrate planning and deliver a seamless, efficient experience for RWC 2011. Fleet Centres will be established in match regions, supplying volunteer car-and-driver services and self-drive services to tournament guests. A dedicated coach operator will supply services to Teams, VIP's and other clients.

City Operations

City Operations will play a vital role in supporting all host regional activity and delivering an operationally excellent tournament. City operations will include RWC 2011 festival activity, management of key public transport hubs, and preparing and establishing event and operational areas. Festival activity will be a large part of creating the visitor experience surrounding RWC 2011. Throughout the six weeks of the tournament, there will be festival activity occurring across the country to ensure our visitors experience the best of NZ culture, people, language, heritage and landscape. Some of these areas will incorporate big screens and provide those fans without tickets the opportunity to be part of the tournament through watching matches live in a festival environment. Examples of Festival activity events include Fan Zones and community based celebrations of RWC 2011.

Tourist Information

The Tourist Information function will play a vital role in providing information to visiting fans and spectators during RWC 2011, supporting all host regional activity as well as helping to deliver an operationally excellent tournament. One of the core objectives for New Zealand in hosting RWC 2011 is to ensure an unforgettable visitor experience that excites and entertains visitors and showcases New Zealand's welcoming culture. The Tourist Information function will be 'the face' of the tournament for all visitors and will provide welcoming directional and information assistance

Functional Area Inter-dependencies

The following table highlights the expectations that the Volunteer Team has in terms of what is being delivered to, and received from the various RNZ 2011 Functional Areas.

<i>Functional Area</i>	<i>Services DELIVERED TO</i>	<i>Services EXPECTED FROM</i>
<i>Accommodation</i>	<ul style="list-style-type: none"> <i>Hotel based volunteers</i> 	<ul style="list-style-type: none"> <i>Some accommodation</i>

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Functional Area	Services DELIVERED TO	Services EXPECTED FROM
	<p>(host roles in forums, maybe some gopher roles)</p> <ul style="list-style-type: none"> • Team hotels • Operational hotels • Training to their volunteers (generic, hotel and job specific) • Training/Uni/catering (Catering) for their volunteers 	<p>possible for drivers</p> <ul style="list-style-type: none"> • Some accommodation for staff (1 person per venue per match day [-4 - +1]). • One staff member (at least) at MOC and associated accommodation
Accreditation	<ul style="list-style-type: none"> • Volunteers to run accreditation centres (months out and during) – some flags around the “pre-games volunteers”... • Access control checkers (security) • Provision of volunteer info, list of all roles, which volunteer for which position (out of TMS) • Training for their volunteers (generic, and develop specific in conjunction) • Train the trainer – delivery of specific training by functional area/region • Training/Uni/catering (Catering) for their volunteers 	<ul style="list-style-type: none"> • Volunteers accredited – all workforce . In venue and out of venue (i.e. even if just walk the street giving directions) 5-7k (accreditation should be ready on “pick-up days” approx 1m out).

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Functional Area	Services DELIVERED TO	Services EXPECTED FROM
Anti-doping	<ul style="list-style-type: none"> No volunteer programme staff 	<ul style="list-style-type: none"> No
Catering	<ul style="list-style-type: none"> Assistance with volunteer check-in process Break-down of all workforce centres and volunteer locations Volunteer details (numbers, roles, etc) Some volunteers (alcohol monitoring, service quality control) Some limited training for the volunteers (not contract caterers) + uniform + catering 	<ul style="list-style-type: none"> F&B for all workforce (contractors [sec and caterers] excluded) also IRB/RWCL etc workforce excluded Method, process of feeding agreed by both (including menu choices) Finance around food & beverage In stadia workforce check-in space and process (shared)
Ceremonies and Functions	<ul style="list-style-type: none"> Some ceremonies volunteers Associated deliveries (uniform, training etc) 	<ul style="list-style-type: none"> Content for training Coordination of volunteer recognition
City Operations [regional/ city groups, community relations and city dressing] ***** mostly external with regions itself*****	<ul style="list-style-type: none"> Volunteers – all city op's (street level, airport, fan zones, train stations, some festival events etc) Some training provision locally (including train the trainer [to local council officials] and training) Standards (really on a request) – variable level of ability to impose standards 	<ul style="list-style-type: none"> Workforce centres Transport (sometimes) Training venues (sometime same as workforce centres) City “thank you” functions Local coordination/local management Database of volunteers

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<i>Functional Area</i>	<i>Services DELIVERED TO</i>	<i>Services EXPECTED FROM</i>
<i>Commercial (including IMG)</i>	<ul style="list-style-type: none"> • Approval for everything put out branded or public • Opportunities for utilising the Volunteers programme with partners • Training on commercial rights issues to volunteers 	<ul style="list-style-type: none"> • Referrals to commercial partner “activations” – partnerships
<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> • Possible training around areas of environment awareness to volunteers 	<ul style="list-style-type: none"> • Support in developing any training around areas of environment awareness for volunteers
<i>Finance & Admin/Legal</i>		<ul style="list-style-type: none"> • Procurement support (uniforms and training and recognitions) • Gratuities/per diems/honorariums • Scheduling system procurement? • Furniture, Fittings Equip (fit-out for workforce centres/volunteer centres, equip for volunteers) • Volunteer agreement* • Approval of external communications and handbook etc (including website pages) • Finance Policy support etc
<i>HR Management</i>	<ul style="list-style-type: none"> • Workforce support through uniforms and training for paid staff • Tournament time 	<ul style="list-style-type: none"> • Volunteer agreement • HR advisor • Input into <ul style="list-style-type: none"> • Volunteer agreement • Communications & FAQ's

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<i>Functional Area</i>	<i>Services DELIVERED TO</i>	<i>Services EXPECTED FROM</i>
	workforce roles (5 of 7 tournament time resourcing roles)	<ul style="list-style-type: none"> • Policy (per diems etc) • Recruitment of paid volunteers (3)
<i>ICT</i>	<ul style="list-style-type: none"> • Providing volunteers that perform some roles that include specific IT components, that will overlap with the IT function (in stadia) • Information to support all requirements 	<ul style="list-style-type: none"> • IT infrastructure at workforce venues (computers, internet, photocopies, landlines, access to TMS) – no provision • Volunteer pages for website • Training portals • Scheduling system support • Two-way radio (in stadia) and cell phones (out of stadia) – no scoping and no provision
<i>Judiciary</i>	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • No
<i>Licensing & Merchandising</i>	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • Right to purchase merchandise for volunteers
<i>Logistics</i>	<ul style="list-style-type: none"> • Operations assistance volunteers 	<ul style="list-style-type: none"> • Distribution of <ul style="list-style-type: none"> • Uniforms • Fit-out of centres • More to be scoped perhaps
<i>Marketing and Communications</i>	<ul style="list-style-type: none"> • Content of publications and marketing 	<ul style="list-style-type: none"> • Marketing collateral for launch and road-shows (June 11 through July) – video production, website content, advertising schedule and media releases, official invitations, info packs, • Design and print volunteer handbook

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<i>Functional Area</i>	<i>Services DELIVERED TO</i>	<i>Services EXPECTED FROM</i>
		<ul style="list-style-type: none"> • Look and feel/branding of training material etc and uniforms • Communications plan support
<i>Match and Venues services</i>	<ul style="list-style-type: none"> • Provision of volunteers in a variety of roles (most sourced by union contracts) • Training, uniforms, catering etc 	<ul style="list-style-type: none"> • <i>Workforce Space, Break Area (could be next to the stadium)</i> • <i>Location for workforce manager</i> • <i>Volunteer requirement</i>
<i>Media Operations</i>	<ul style="list-style-type: none"> • <i>Volunteers (through PU contract)</i> 	<ul style="list-style-type: none"> • <i>no</i>
<i>Medical</i>	<ul style="list-style-type: none"> • <i>No Volunteers</i> 	<ul style="list-style-type: none"> • Possible provision of first aid kits
<i>Projects and Planning</i>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<i>Rugby News Service</i>	<ul style="list-style-type: none"> • <i>No</i> 	<ul style="list-style-type: none"> • <i>No</i>
<i>Security</i>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • <i>Possibility of “host role” by security personal – ushering prior to game (Match Services)</i> • <i>Police vetting of volunteers</i> • <i>Security around workforce centres (if not regions)</i>
<i>Team Services</i>	<ul style="list-style-type: none"> • <i>Volunteers (TLO, ATLO, Interpreters)</i> • <i>Possibly some at open training (hosts, crowd control) – scale is important</i> 	<ul style="list-style-type: none"> • <i>No</i>
<i>Ticketing</i>	<ul style="list-style-type: none"> • <i>Provision of support volunteers (counters)</i> 	<ul style="list-style-type: none"> •
<i>Travel & Transport</i>	<ul style="list-style-type: none"> • <i>Lots of volunteers (drivers, fleet centres, supervisors, helpers, load zones etc) and all the associated stuff</i> • <i>Some paid roles</i> 	<ul style="list-style-type: none"> • <i>No specific needs</i> • <i>Staff air travel and fleet use during tournament (i.e. workforce managers)</i>

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<i>Functional Area</i>	<i>Services DELIVERED TO</i>	<i>Services EXPECTED FROM</i>
	<ul style="list-style-type: none"> • Specific training as well as generic 	<ul style="list-style-type: none"> etc) • General fleet if needed
<i>VIPs</i>	<ul style="list-style-type: none"> • Volunteers at airports, hotel, stadia to look after VIPs (hosts/info provision) • VIP drivers (under transport) • Higher standard of uniform for some staff, in addition to standard uniform for others 	<ul style="list-style-type: none"> • No
<i>MOC</i>	<ul style="list-style-type: none"> • Volunteers helping at the MOC (to be scoped) 	<ul style="list-style-type: none"> • Room for 1 operational person
<i>Sports Presentation</i>	<ul style="list-style-type: none"> • No specific roles, but general stadia roles may support 	<ul style="list-style-type: none"> • Volunteer thanks through big-screen messaging
<i>TMS</i>	<ul style="list-style-type: none"> • All info for inputs 	<ul style="list-style-type: none"> • Ability to use TMS

General terms for all functional areas with Volunteer expectations

<i>Functional Area</i>	<i>Services to be DELIVERED TO this functional area</i>	<i>Services EXPECTED FROM this functional area</i>
<i>All receiving volunteers or other relevant tournament workforce</i>	<ul style="list-style-type: none"> • Recruitment of volunteers to fill roles • Provision of basic training, uniforms and catering to all Volunteers • Support in development of specific training • Workforce management support during the tournament 	<ul style="list-style-type: none"> • Details of workforce needs including job descriptions • Support in development of specific training • Details of all other resource needs of the "their" volunteers

ROLES

See attached overview documents for each functional area

VOLUNTEER NUMBERS

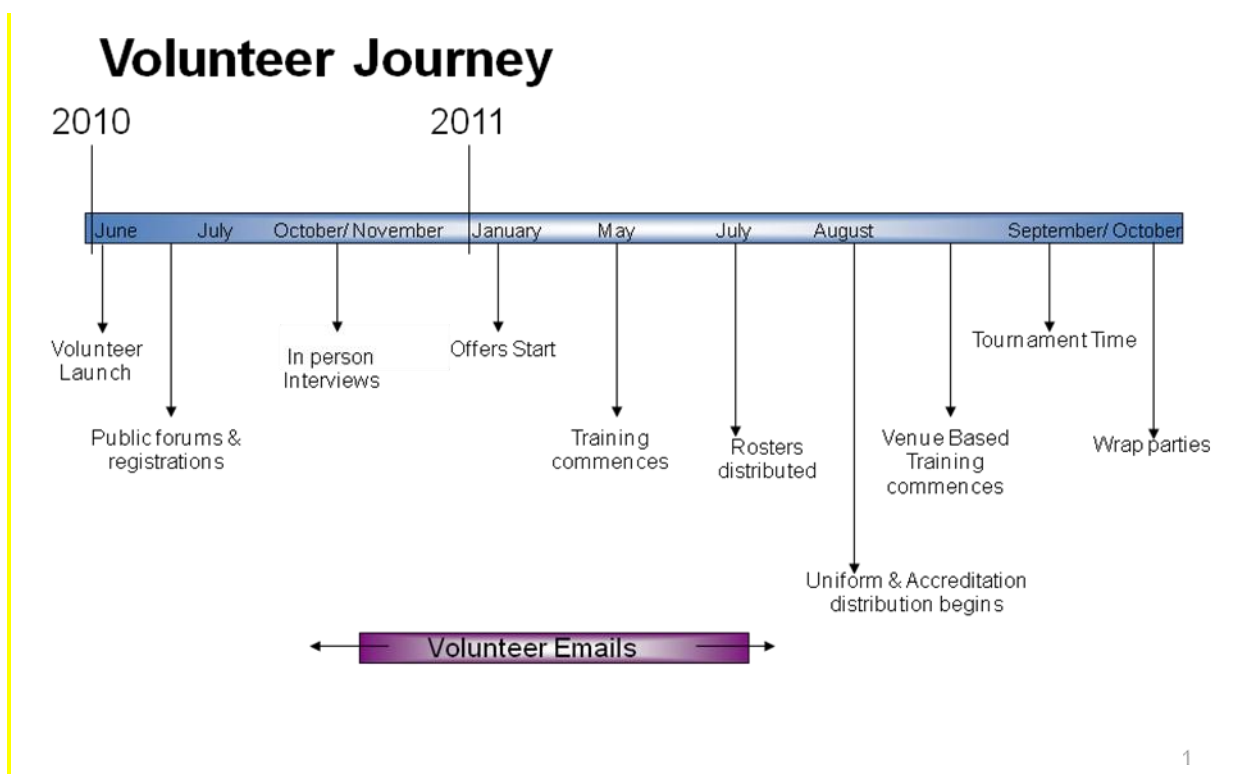
See attached spreadsheet

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VOLUNTEER JOURNEY

The Volunteer Journey for RWC 2011 begins with the launch of the programme on June 9, 2010 and concludes at the end of the tournament with a recognition event. The touch points and timings outlined in the figure below define the journey and these steps will be outlined in this Detailed Operations Plan.



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RECRUITMENT AND RETENTION

Volunteer Sourcing

A sufficient number of committed and appropriately skilled people need to be recruited to meet the needs of each functional area including core tournament services and hosting requirements.

There are two categories of roles for the volunteer programme, Specialist and General. Specialist roles will require volunteers to already have specific knowledge, skills and experience. These roles will be filled by targeting recruitment through specific organisations and individuals. General positions are for roles which volunteers can be trained following selection and will be open to the general public.

Each functional area will provide a structure of their workforce requirements highlighting volunteer and paid positions. All positions that are available to the general public will be advertised on the RWC 2011 website and be supported with a public relations campaign.

1. Road Show

The core component of our sourcing strategy will be a road show that will launch the volunteer program around the country. The road show will be used as the platform to not only launch the program but to create awareness across the country, aimed at increasing enthusiasm and interest in becoming a Volunteer. The road show will travel to all cities/communities that will host a match or a team.

The program launch will take place in Wellington on June 9, 2010. It will be launched by the Prime Minister, the Minister for RWC and the RNZ 2011 CEO. The launch will also announce famous ex-All Black Michael Jones as the Volunteer Ambassador. After the launch, the Volunteer team will commence a marketing campaign to promote the road show dates around the country. The key aspects of the campaign will include national print, radio and will also include a large web based promotion powered by www.rugbyworldcup.com/volunteer and social media sites such as Facebook. We will also engage provincial unions and host regions, encouraging them to promote the road show in their regions via an email campaign and/or media releases.

The road show will be a community based information session that will consist of a presentation from the RWC 2011 Volunteer Programme team. The session will be an open forum, allowing anyone who is interested in volunteering to attend. The session will include information about the volunteer programme such as what to expect, time commitments, operational and training requirements, the recruitment selection process and the volunteer timeline. After the presentation attendees will be given a fridge magnet with the URL that will direct them to the online application form. The online application will initially only be open to those who attend a public forum until the road

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show is completed on July 14, 2010. It will then be open to the wider public to apply until 24 September 2010 (although the portal will remain open after this date to allow for late applications as appropriate).

In most locations (including all match venues) there will be two presentations. One during the lunch time break and the other after work.

The road show will take in all match venue and team hosting locations:

LOCATION	ACTIVITY
Ashburton	Team hosting
Auckland	Match venue and team hosting
Blenheim	Team hosting
Christchurch	Match venue and team hosting
Dunedin	Match venue and team hosting
Gisborne	Team hosting
Hamilton	Match venue and team hosting
Hawke's Bay	Match venue and team hosting
Invercargill	Match venue and team hosting
Kerikeri	Team hosting
Masterton	Team hosting
Nelson	Match venue and team hosting
New Plymouth	Match venue and team hosting
North Harbour	Match venue and team hosting
Palmerston North	Match venue and team hosting
Queenstown	Team hosting
Rotorua	Match venue and team hosting
Taupo	Team hosting
Tauranga	Team hosting
Wanganui	Team hosting
Whangarei	Match venue and team hosting

2. Regional Coordination Groups

The Regional Coordination groups will be utilised to source host volunteers. Most of the regions have existing databases of people that volunteer for them on a regular basis. These people will be engaged to volunteer with us and will need to register online and attend our training sessions. They will become the Host volunteers helping at regional activity areas including fan zone and festival sites, airports and tourist information areas.

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3. Provincial Unions – Tournament

Through the Provincial Union agreements many volunteer roles will be filled on the tournament side of the spectrum. The Unions will use existing workforce to fill roles that will be required during the tournament. Many of these positions will not be published on the website as they will be roles that need specific skills and experience in rugby or the venue and hence will be filled by the provincial union.

Provincial Unions will also be asked to promote the Volunteer Programme and associated opportunities to their database of members, and at various events like the ITM cup matches.

4. Expression of interest database

Over 13,500 expressions of interest were received prior to the registration portal opening, from people all over New Zealand and around the world. While we will not necessarily pursue these people we do have their name and email details and can therefore use them as a recruitment sourcing strategy if we need to. Volunteer Alerts have been sent out to all those who expressed interest to communicate the launch and road show dates and subsequent alerts will be sent following the road show to announce that registrations are now live.

5. Specific target groups

Specific target groups will be identified and agreed by RNZ 2011 and the Ministries of Economic Development and Social Development. These target groups will be approached when seeking applications for volunteer positions. An e-card has been developed to send out to all these stakeholders on the day of the launch.

Specific Target Groups already identified include:

- NZ Rugby Foundation
- Scouting NZ
- Girl Guides
- Foundation for Youth Development
- Te Puni Kokiri (TPK)
- On The Edge
- SPARC (including Regional Sports Trusts, National Sport Organisations and National Recreation Organisations)
- Tertiary Organisations
- Volunteer New Zealand
- Disability Resource Centre
- YMCA

6. Sponsor involvement

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The Volunteer recruitment element of the RWC 2011 is of significant interest to our sponsors. Depending on Sponsorship agreements we may engage these groups to source more volunteers.

ANZ are a World Wide partner who has expressed a keen interest in the Volunteer Programme. They have committed to providing 50 Volunteers to the programme. The selection of these 50 people will be jointly completed by RNZ 2011 and ANZ to ensure they meet the normal Volunteer Programme selection criteria. Other ANZ staff may also apply as per any other person.

Other options for ANZ involvement include:

- Tourist information stations outside ANZ branches where appropriate during tournament time. Volunteers could use the ANZ branch as a rest area if required.
- A 'Volunteer of the Day/Week' competition to held in branches during the tournament
- Provision of a merchandise item
- ANZ logo on some or all of the Volunteer Uniform

Over-subscription Strategy

To meet the organisational needs of 5000+ volunteers, we will need to recruit a larger number of qualified volunteers to account for attrition leading up to the tournament. Some volunteer candidates are expected to withdraw prior to the tournament for a number of reasons including delays in processing, negative media, lack of communication, and changes in personal circumstances. An analysis will be carried out to identify which roles, functions and venues may require a higher buffer of candidates to allow for pre-tournament attrition. It is difficult to estimate the exact number of applications we will receive. A sound recruitment campaign may likely draw up to 20,000 applications from across the country and internationally.

Given the excitement likely to be generated by RWC 2011 and the Volunteer Programme launch, we expect to be oversubscribed with those who want to get involved. The risk of receiving excessively large volumes of applications for the 5000+ places is that a high proportion of applicants will naturally be declined, potentially attracting unwanted negative PR interest.

In order to manage expectations, the following is currently planned:

- Communicate up front that we expect a great deal of interest in getting involved and that only those short listed would be contacted to move through the process.
- Communicate clearly what the selection criteria will be (ie. security check, age limits etc).
- Work out the exact timing of the selection process so that candidates not selected at various stages of the process will continue to be "kept warm". An example of this may

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be by advising the candidates that they will not be proceeding further at this time however should this change at a later date, we would be in contact with them. To keep them engaged, we would talk about other ways they could be connected to the tournament (through tickets and by being a great host!).

- We would advise that many communities will be conducting their own events and festivals and to watch for volunteer opportunities that will be posted on their external community organisations. We will also refer people to the VolunteerNet website to register for other events.

At the same time, we understand that external partners may also look for good volunteers that will also provide a great experience for visitors and spectators of the tournament. Therefore, once we have met our contingency and buffer guidelines, we will offer to redirect candidates that may not be selected to these organisations that will support us in delivering an extraordinary tournament.

Undersubscription Strategy

Following the Volunteer Programme launch and road show, the numbers received for the Volunteer Programme were less than anticipated. To create urgency around the registration timeframes, a Recruitment Drive communications campaign is being developed which will leverage off the momentum of RWC 2011 media activity around the Phase 2 Ticket Campaign and One Year To Go events by setting a Register Now! Date of September 24 2010. (See Communications Section). Targeted communications are also being undertaken with key stakeholder groups such as the Provincial Unions, Universities etc to ensure the message and registration dates are widely publicised.

APPLICATION/REGISTRATION

The volunteer application process will be an online application through the RWC 2011 Tournament Management System (TMS) portal which will link to www.rugbyworldcup.com/volunteer

The application will be available on the RWC 2011 website and will include generic information about volunteering for the tournament as well as specific information about each functional area and the roles available for each area.

An on-line application creates a database of registered people. This allows us to be able to generate detailed reports around statistics of people registered, volunteer demographics and geographic break down of applicants. It creates an easy way for us to communicate electronically with the database and allows the applicant to manage their own person details such as address, email and phone numbers.

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Applicants will be asked to complete the online application choosing three areas that they are interested in working in. To assist people decide on the roles that they might be interested in the website will contain detailed information about each functional area and the available roles within that area.

A confirmation email will be sent once the application is complete. Prospective volunteers will be then able to login and update the application form at any time.

For applicants without access to the internet we will endeavour to use our regional contacts to assist these people with their applications. i-SITEs and public libraries have confirmed that they can be promoted for people to go to for assistance with the registration process. These, however need to be confirmed on a case by case basis as some do not have internet access or charge for use. This will be communicated during the public forums. A step by step guide on how to register has been developed and provided to these organisations as well as posted on the volunteer website.

Specific in-stadia roles that will be recruited via the Provincial Unions will still need to register into TMS. At the time of registration they will select the functional area that they will volunteer in – then choose the “Provincial Union Only” role selection.

All communications will state that applications are open until 24 September, however the portal won't close to allow us to capture any late applications as required.

The possible statuses that a volunteer could potentially be at in TMS (for internal use only) are:

- Registered
- Processing
- Interviewed
- Appointed
- Pending
- Accepted
- Confirmed
- Withdrawn
- Cancelled
- Rejected

PROCESSING APPLICATIONS

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Once the road show is complete the volunteer team will start to review all applications. The database of applications will be divided into groups (and sub groups) based on the information provided in the application. The groups will be:

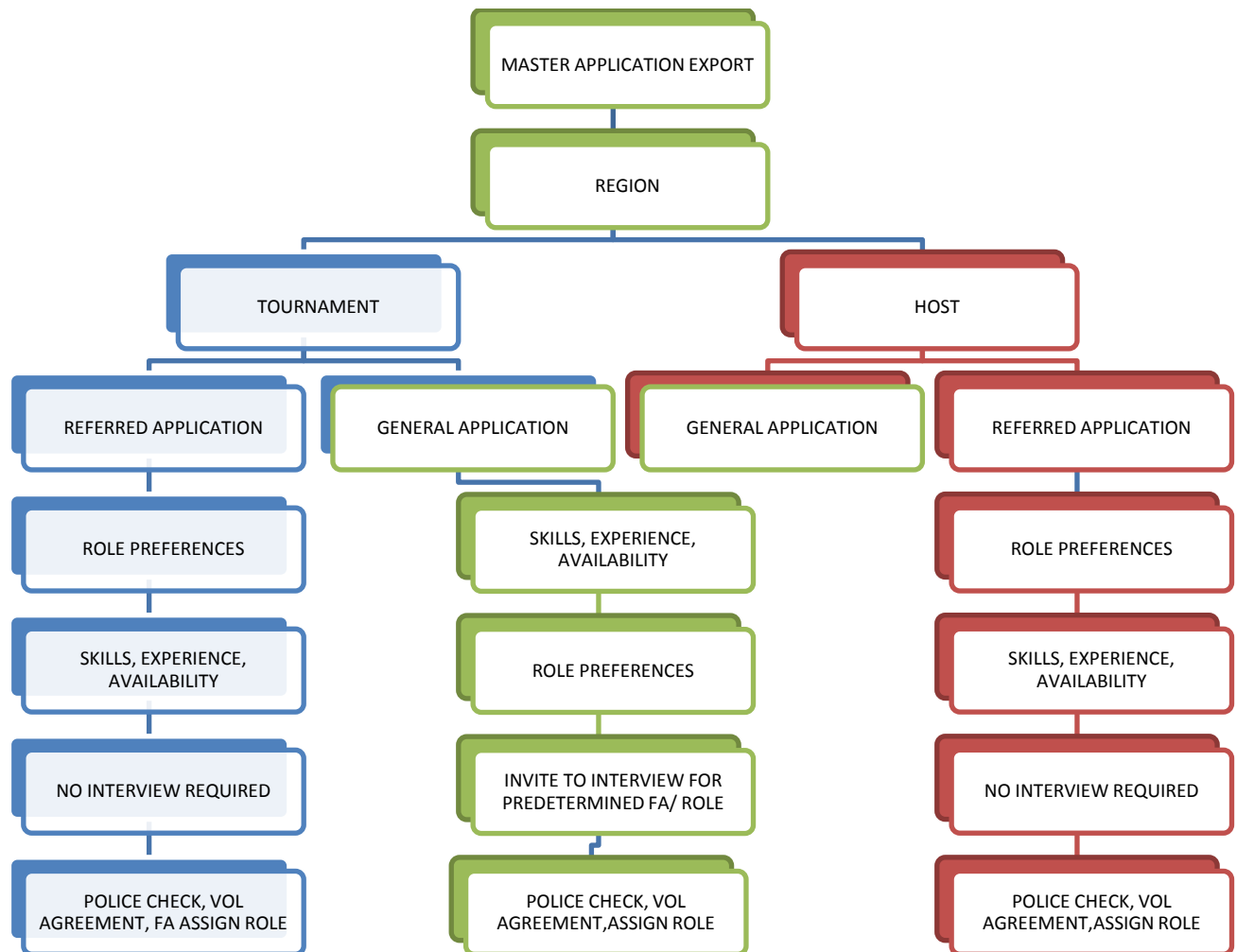
1. **Regional Coordination Groups** – These will be determined by the chosen region in TMS as well as the location/address of the applicant.
2. **Tournament or Host** – Applicants will be asked to indicate which roles they are interested in applying for. Their answer will determine where we initially place them to move forward to their interview.
3. **Referred Volunteer**– If a volunteer is referred by a region or a union it will determine how they move through the recruitment process. A referred person may not necessarily be required to go to an interview where as all general applicants will need to attend a face to face interview. The selection for a referred applicant will follow the following steps:
 - i. Role Preference
 - ii. Skills / Experience
 - iii. Availability
4. **General Applicant** – A general applicant will need to be interviewed and will be selected on their skills/experience and availability and then their preferences. The selection for a general applicant will follow the following steps:
 - i. Skills/ Experience
 - ii. Availability
 - iii. Preferences

Table 1 shows the selection process formula

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Table 1



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SELECTION

The selection of candidates to be invited to an interview will be based on common criteria. This criteria will ensure operational and technical requirements are being met by the volunteer programme. The selection process will be transparent and will ensure every candidate has a fair and equal opportunity to be considered for a volunteer role with RWC 2011.

The selection criteria will ensure candidates:

- Are 17 years minimum at interview
- Able to work a minimum number of days based on their regional preference
- Speak and understand English
- Have a reasonable understanding of New Zealand and its culture
- Agree to the terms and conditions of participation
- Take responsibility for their own accommodation and travel to their host city
- Willing to complete a Police check

Applicants once selected will be emailed and ask to attend an interview.

INTERVIEWS

The interview is an essential part of the volunteer process. It will allow the Volunteer Programme team to confirm a candidate fits into our vision and guiding principles, focusing strongly on the particular guiding principle of “The right person for the right role.” The interview process will confirm the candidate’s availability, skills, experience and general suitability in becoming a RWC 2011 volunteer.

Interviews will be fairly informal (and friendly) in nature and will be a maximum of 30 minutes. They will comprise of some generic operational questions along with specific technical questions guided by the function/role. All regions will use the same templates to ensure accurate and efficient matching of the candidate’s skills and attitudes to a suitable role. The interview will include questions that cover both operational and technical requirements that will allow us to learn more about the candidate’s commitment to the tournament along with their skills and experience.

Categories that the interview will focus on will be:

- Technical Skills / experience required for the role
- Operational requirements (age, time commitment, English speaking ability, accommodation)

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- Understanding of customer service and volunteering
- Leadership skills/experience
- Willingness to accept and understand other cultures

Interviews will be centrally managed but will take place at a regional level. People at regional centres will be given training and tight guidelines on the interview process and the selection criteria. Templates will be provided however it is envisaged that they will have access to the TMS system and hence make notes into the system. Notes will be in the form of a grading system set out by the volunteer programme to ensure a level of objectivity. It is important that the RNZ 2011 central team keep tight control on this process to ensure a transparent process and consistency across the country.

Format

The interview will be approximately 30 minutes long and conducted individually by a member of the broader workforce (RNZ 2011 staff, regional staff, trained volunteers). Candidates will be invited to a session and asked to arrive between an advised timeframe. The interview will begin with a 10 minute presentation on the work area that the candidates have been selected for. The overview will cover the role of the work area in ensuring the Rugby World Cup is successful and will also go into detail on each volunteer position within the work area. Once the presentation is complete each candidate will meet with an interviewer who will proceed through a 'functional area' determined interview template. A selection decision will be made at the end of the interview. A time keeper will be allocated to advise people when the 30 minutes is up so that we keep flowing through candidates.

Contingency Interview Format

Ideally we will have enough people from the regions to help us complete one on one interviews. If we do not have enough people we can change the format of the interview. In this instance we would provide the interview template to the candidate when they arrive. Ask them to fill it out and when finished advise a staff member. The staff member would ensure the answers are reasonable and readable. They would then ask the candidate more questions or delve further into one of the answered questions, basically ensuring that all candidates were at least spoken to on an individual basis and assessed based on a quick face to face meeting.

Interviewers sourcing

Interviewing on a regional level means we need to utilise people all over the country to assist us with the interview process. Groups/ organisations that could be involved include the following groups:

1. Regional Coordination Groups

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Regional Coordination Group members may be aware of some of the people that apply for volunteer roles on the basis that they have volunteered for council run events previously. Each Council has a HR department that could potentially assist with the interviews and/or the training of others to do the interviews.

2. TPK staff

TPK have a geographical spread of offices across the key RWC 2011 locations that could provide HR support to assist with the interview process.

3. Provincial Union staff

PUs will know many of the people that have applied for the tournament roles. They will also have an excellent understanding of the role requirements.

4. Volunteer Centres

These organisations may be helpful in providing local experience and facilities to possibly deliver training. Volunteer Centers recruit, select and train volunteers every day so their experience could be valuable – although there are varying levels of capacity and capability across the country. In the development of training modules we create a legacy of material that can be adapted and used again.

5. Tournament time Volunteers

If some of the Tournament time Volunteers have already been identified (especially for the Tournament related roles) they could be used to assist with the interview process for their area/teams.

6. RNZ 2011 staff

Members of the Volunteer Team will be overseeing the interview process, with the potential for Functional Area and HR staff to assist with the presentations and interviewing as available and appropriate.

ROLE OFFERS

Once volunteers have been interviewed decisions on who is offered a role will be made by the Volunteer Programme team and the Functional area. After confirming that the correct selection decision has been made all interviewed candidates will be notified of the result of

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their interview. Offers will start to go out in January 2011 and continue on an ongoing basis, with the majority of offers being extended by May 2011. This will allow us sufficient time to ensure they all accept their role and allow time for appropriate training.

There will be three categories defined after the interview process:

1. **Successful** – For those people who have been identified as a successful candidate we will notify them by email. A volunteer offer letter/email will be created and emailed to the volunteer along with the volunteer agreement. They will have 2 weeks to accept the offer (there can be some flexibility around this timeframe!).
2. **Unsuccessful** – Those people who have not been selected for a role will also be notified. An email will be sent to these people in early 2011 stating that they have not been selected as a Rugby World Cup volunteer and encourage them to get involved in other ways i.e. buy tickets, visit the festival sites, be a great host or volunteer through another program.
3. **On Hold** – These people have been interviewed and meet our criteria, however, due to over subscription we do not have a role in their region at this time. We will send them an email stating that they meet our volunteer requirements and criteria and we think they will make an excellent contribution as a volunteer but unfortunately most roles in their region are now full. We would like to keep their file active and their application on hold as we expect attrition.

ROLE ACCEPTANCE

Volunteers will notify us of their acceptance of their role by clicking **accept**. We will give people two weeks to accept their position before we revoke it and offer it to another potential volunteer.

VOLUNTEER RETENTION

Events have traditionally experienced high volumes of attrition through all stages of engaging and managing Volunteers. We can expect to experience a total of up to 30% attrition from the beginning of the sourcing for applications to the end of the tournament. The following principles will assist with retention:

- Clearly defined expectations on outcomes
- A welcoming environment (at all times)
- Working in roles for which job satisfaction is most likely

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- Not placing unreasonable demands on volunteers
- Empowering volunteers in matters affecting them
- Recognising and rewarding our volunteers appropriately
- Treating volunteers with respect and care
- Keeping our volunteers busy
- Continuous communications through the process to ensure that even those who are not accepted are informed and linked into the training programme where appropriate

When we identify attrition after the offer stage we will use the 'On Hold' group. These people have been interviewed and meet our criteria, however, due to over subscription we have not offered them a role but advise that we think we may have one in the near future for them. The 'On Hold' group will be developed to ensure it has people from all regions in it and enough people to possibly manage a 30% attrition rate. For these people we might need a hybrid training model for them depending on the time that we call them to action. Where possible we will get them to attend the normal training sessions for their role but if it the training session has already passed we will provide separate training for them.

If we find we do not have the candidates in the 'On Hold' group to fill the attrition roles we will refer back to the general pool of applicants. A hybrid interview format will have to be developed and implemented to process these applicants as they will not have been interviewed. There is the potential that for us to do phone or skype interviews or to have the Workforce Managers do these interviews (depending on the number required).

TRAINING PROGRAMME

Mission

The training programme will enhance the skills and abilities of a large scale (tournament time) workforce who are integral to the successful delivery of the RWC 2011. It is critical to keep all workforce members engaged throughout the training programme to maximise the learning experience and retention.

Objectives

The overall aim of the training programme is to deliver comprehensive training in skills, knowledge, attitudes and behaviour. The training programme will:

- train the workforce to effectively perform their roles
- help deliver consistent standards throughout NZ
- enable the workforce to contribute and extend their skills, knowledge and experience

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- fulfil the needs of the workforce (in particular volunteers) – what they want and need out of this training to be a great volunteer.

Ethos

The Training Programme will be presented in a positive, enthusiastic and professional manner, building a personality (as part of the Volunteer Journey) which contributes towards creating a RWC 2011 volunteer community spirit. The establishment of volunteer team engagement and communication networks will contribute towards creating a sense of belonging and being part of the RWC 2011 workforce.

Motivation and Engagement

The training needs to inspire and motivate the workforce to learn and absorb the information they need to perform their role to a high level and engage with each other.

The primary motivational drivers for the workforce are expected to be:

- Affiliation – being part of the RWC 2011
- Achievement – gaining satisfaction from extending themselves and helping others.

The Volunteer Ambassador and local community role models can be leveraged off to help inspire and continually motivate local/national workforce teams.

We need to inspire the workforce (throughout training), to be:

- Committed
- Passionate
- Motivated
- Proud and positive
- Hard working
- A great team player

Communications

Training communications will be created and distributed as part of the Volunteer Communications Plan.

Framework

The training framework will incorporate informal and formal learning.

The informal learning will incorporate more social aspects to enable the volunteers to learn from each other with guidance from 'experts' and managers/leaders to create a collaborative we-learning type environment.

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The formal learning will include the critical aspects the volunteers need to know to effectively perform their roles. On-demand (type) learning will consist of courses (primarily online modules) that can be completed in the learner's available time but by a set date.

This will also include face to face training such as regional and functional area workshops and site/venue training.

Audience (Learners)

The full tournament time workforce will require online training; this includes volunteers, Provincial Union and regionally appointed personnel, contractors and other tournament organising staff.

The tournament workforce will consist of all ages, ethnicities, capabilities, religions, backgrounds, beliefs etc. They will also be based across 23 locations throughout New Zealand.

RWC 2011 Workforce Training Programme Overview

Training is mandatory for the tournament workforce and is likely to commence in May 2011 and run through to August 2011. It is estimated that there will be approximately 10 to 20 hours of training spread over a four month period in the lead up to the Tournament.

The training programme is divided the following areas (depending on the role) to form a sequential learning path:

Orientation – online

- Job Specific Training – online and face to face workshops
Includes Managing and Leading Teams
- Train the Trainer training – workshops
- Site/venue Training – face to face 'on site' training sessions

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RWC 2011 Workforce Training Programme Overview

	May - June 2011	June - July 2011	August - September 2011	Total Training 10 – 16 Hours
Te De me	ONLINE – Part 1 ORIENTATION (2 hours) → Welcome & overview → Your learning responsibility → Being a great host → Concept of One Team → RWC 2011 → Hosting/Show casing New Zealand → RWC 2011 Workforce (The importance of the workforce) Introductory Information → Sponsors → Customer Service → Safety → Reviews (fun stuff) → Next Steps	ONLINE – Part 2 MODULES (2 hours) → Overview → Generic modules - Customer service, communication & engagement - introduce Functional Areas <i>Secure access for functional areas (FA)</i> → FA/Role Specific Modules - Your functional area (team & structure, functions & responsibilities) - Your role (job description, responsibilities & duties) → Managing & Team Leading Modules Learner attendance & assessment check point 2	FACE-TO-FACE – Part 2 SITE (VENUE) SPECIFIC (.5 to 1 day) → Welcome & Overview → Site/Venue overview and layout → Organisational & team structure (on the day) → Importance of the workforce (refresher) → Team functions (in practice) → Role functions (in practice) → Tour of the venue → Venue related policies, procedures & reporting → Practice runs – Day in a Life → Reviews & debriefs (workforce management)	
		TRAIN THE TRAINER WORKSHOPS → Prepare trainer / facilitators for regional workshops (where required) → Prepare trainers for site training sessions MANAGING & LEADING TEAMS → Regional workshops (where required)		
		<i>August 2011 and/or when required/hired</i> FACE-TO-FACE – Part 1 ROLE SPECIFIC WORKSHOPS & LEARNING MATERIALS (2 -4 hours) → Recap of FA/role modules → Technology & tools → Policies & procedures → Team/role run through – a typical day → Systems & scheduling → Your network & contacts		
	National & Individual Readiness Learner attendance & assessment check point 1	Role & Regional Readiness Learner attendance & assessment check point 3	Site/Venue Readiness Learner attendance & assessment check point 4	

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Orientation – Online Part 1

Orientation training is primarily about preparing the workforce to be great hosts and will be released to the workforce during May/June 2011. It is anticipated that in July/August 2011 the public will also be encouraged to participate in this section of training through an on-line training solution.

The purpose of Orientation is to familiarise the workforce about the RWC 2011, set the scene for what it will be like during tournament time and how to be great hosts.

Orientation needs to prepare each workforce member as an individual, inform them about the tournament and their role (individual readiness), and as a New Zealand representative inform them how to present/impart information about New Zealand positively (national readiness).

Orientation needs to deliver:

- information on RWC 2011 and New Zealand to enable the individual to be able to knowledgably and passionately talk about the tournament and New Zealand
- information about being a RWC 2011 workforce member – so they understand what is expected of them in the build up to and during the tournament
- information on what it will be like during the RWC 2011
- resources and information for the workforce member to access throughout their training regarding expectations – customer service, engaging with international visitors, keeping yourself safe etc
- establish a way for the workforce to network (contact each other). E.g. link to Facebook

Orientation needs to be 50% informative and 50% inspirational.

Attendance and completion of Orientation is mandatory for all tournament time workforce. Assessment reviews are also scheduled at the end of Orientation. Attendance and assessment results need to be captured via the online system. There are no requirements to capture the attendance and assessment review results of the public.

A pilot for Online Orientation Training – Part 1 will take place by February 2011. Each workforce member will need to achieve a set standard before they can go proceed to Online Part 2.

Job Specific Training – Online Part 2

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This section delivers team and job specific information and introduces the individual to their specific role and where they fit within the successful delivery of the tournament.

The purpose of Online Part 2 is to provide the workforce with:

- working knowledge of customer service, communication type information (available to all)
- functional area objectives and responsibilities (restricted access to functional areas only)
- their role description and responsibilities (restricted access to functional areas only)
- managing and leading teams training (for a targeted group only)

The Online Part 2 needs to be 60% informative and 40% inspirational.

Where appropriate the programme will incorporate/link into:

- existing learning paths to further training, education and employment (in volunteer and professional industries)
- other training and educational providers and professional corporations (resources and facilities)
- Volunteer-involving organisations, district and local councils.

Scheduled attendance and completion of Online Part 2 is mandatory for all tournament time workforce. Online assessment reviews are also scheduled at the end of this section.

A pilot for the Online Training Modules – Part 2 will take place by February/March 2011

Train the Trainer Workshops

To deliver functional area and regional readiness workshops trainers will need to be well trained to effectively deliver the specialised material.

The purpose of Train the Trainer is to:

- deliver a high consistent standard of workshop delivery throughout the country
- ensure that trainers engage and motivate the workforce
- ensure that the trainers are able to identify any learners who are not meeting the required standard and are able to coach, manage and report on the individuals (primarily those learners who are in roles critical to the successful delivery of the tournament).

Workshop materials will be developed in consultation with the trainers who will train the trainers and need to be complete before this training commences.

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Team Leader Workshops

These workshops will provide Team 2011 Team leaders/Supervisors with effective leadership tools to enable them to lead their team with confidence.

By the end of Team Leader workshops, participants would:

- Understand the unique characteristics required to effectively manage and lead teams
- Demonstrate the skills required to provide effective feedback to team members, including how to manage 'off-brand' behaviour
- Know how to brief and debrief each shift with their team
- Understand the role-specific training process, and how they can be an engaging 'table host' during other workshops
- Gain skills that will be useful in their professional careers after the tournament.

Job Specific Training – Face to Face Workshops

These workshops continue to deliver role specific training and orientate the learner about where their role fits within their team (functional area, eg transport) translating the acquired knowledge (from online part 2) into demonstrable behaviours.

The purpose of the face to face workshops is to:

- prepare individuals to perform their role well (practice a typical day and identify the key challenges they may face that will impact on the quality of their customers experience whether that be a team, international tourist or a match spectator)
- prepare teams to be regionally ready (to deliver a great 'regional' customer experience)
- prepare team leaders to manage and lead teams effectively (for a targeted group only)

This section needs to be 60% informative and 40% inspirational.

Scheduled attendance and completion of the Face to Face Workshops is mandatory for all tournament time workforce. Assessment reviews are also scheduled at the end of this section.

Site/Venue Specific Training – Face to Face Workshops

The final part of the training programme involves bringing all the teams together (where possible) on site (match venue and city locations) as close to tournament time as achievable.

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The purpose of site training is to:

- familiarise all individuals/teams about the environment they will be working in during tournament time
- ensure all the teams know how to function harmoniously as a cohesive unit (within the tournament time environment)

This section needs to be 40% informative and 60% inspirational.

Scheduled attendance and completion of the venue/site training is mandatory for all tournament time workforce. Assessment reviews are also scheduled at the end of this section.

Training Delivery

It is expected that the face to face workshops will be delivered by representatives from the functional areas. This could be the functional area manager in each region, someone from RNZ 2011 or one of the volunteer team leaders depending on availability and capability of the person. The train the trainer programme will assist those people that don't have good facilitation, presentation or training skills/experience. The Training Manager is also investigating options for co-facilitators to work alongside the functional areas to assist with their training delivery needs at a national and regional level.

Development Process and Services Required

The development stages and services required for creating the RWC 2011 Workforce Training Programme are as follows:

ADDIE MODEL (Process/Activity Description Overview)	
Analyse	<ul style="list-style-type: none">• Determine high level training requirements• Determine detailed orientation training requirements• Determine detailed role specific training requirements• Determine detailed site/venue specific training requirements
Design	<ul style="list-style-type: none">• Produce a RWC 2011 Workforce Training Programme Overview• Design a strong visual workforce identity• Design/collate the orientation modules• Design the Role specific training for each functional area• Design the site/venue specific training for each site/venue• Outline the training paths for each functional area• Source and engage online solution provider

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	<ul style="list-style-type: none"> • Source and engage appropriate training providers to fulfil the role specific and site/venue specific training requirements • Oversee the design of any specific/specialist training modules
Develop	<ul style="list-style-type: none"> • Manage the development/customisation of the training courses (modules/materials) and apply quality assurance measures • Source required (appropriate) training resources (of excellence/best practice)
Implement (Delivery)	<ul style="list-style-type: none"> • Oversee training delivery (apply and manage quality assurance measures)
Evaluate	<ul style="list-style-type: none"> • Obtain and review feedback from the learners throughout delivery to identify any gaps (risks) that will need to be managed • Fulfil the post-RWC 2011 reporting requirements

Analysis (Requirements Gathering)

The high level training requirements will be gathered by the Training Manager in consultation with the functional area managers, Provincial Union contacts, regional contacts and the identified volunteer role subject matter experts (SMEs).

The detailed requirements will be performed by contracted/seconded Instructional Designers and managed by the Training Manager to ensure a consistently high standard is delivered.

Design, Development and Delivery

RWC 2011 Workforce Training Programme Overview

The high level training requirements were identified in order to create the programme overview.

Visual Identity

The volunteer programme needs to have a strong visual presentation to motivate individuals to be proudly part of this workforce and training programme. This visual identity will be an extension of the RWC 2011 branding, using existing elements in a way that creates a personality that is clearly part of RWC 2011 tournament. Because this is an extension of the RWC 2011 brand it is appropriate that this visual development is undertaken by the RWC 2011 brand agency.

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The volunteer visual identity will be developed into online and paper-based templates to be used in the training materials.

Online Part 1 and Part 2 (Orientation and Online Modules)

The online training solution needs to be a very easy to use web based system so those who are not confident using technology can easily navigate and enjoy using. An online scoping document has been developed to target appropriate solution providers. An ideal online solution already exists with the NZRU which may also be leveraged off.

The process for developing the online solution is divided into three areas for a solution provider to develop and complete before starting the next to help ensure that the system fulfils the learning requirements:

1. Technical requirements scoping
2. Proof of Concept
3. Development of the full solution

Content for the Orientation and online modules is available from RNZ 2011 and stakeholders e.g. Government Departments such as Tourism New Zealand, Te Puni Kokiri (TPK), the Department of Labour and volunteer organisations. This content will then be developed and enhanced upon into an online learning experience that engages the learner creating an enjoyable interactive experience.

Job Specific Training

The online training modules need to fulfil the functional area training requirements. Once the detailed requirements are completed by the instructional designers, specialised training programmes will be identified and procured. Such specialised training may include:

- Hosting roles – potential use of parts of the KiaOraMai programme
- Volunteer Catering roles - EventStarNZ – certified training programme for foodservice sector at major events (launched by food and beverage and Hospitality Standards Institute)
- Managing and leading teams training - potentially fulfilled by parts of the KiaOraMai programme, NZIM, tertiary organisations and national training organisations
- Train the Trainer Workshops - potentially fulfilled by national training organisations, Government Departments such as Corrections who are already set up to provide training throughout New Zealand.

Face to Face Workshops and Site/Venue Training

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Regional training coordination will be required to organise workshop and site/training arrangements. Such coordination can be provided by the Regional Coordination Groups, Regional Sports Trusts, local schools (via Ministry of Education) or volunteer centres.

Workshop outlines and training materials will be developed by the instructional designers in collaboration with the Functional Area Managers. Content developers (technical writers and proof readers) will be required to support the functional areas and will be procured once the detailed requirements are completed and the scope is developed.

All learning materials (including workshop outlines) need to be developed, printed and distributed throughout New Zealand. These requirements will be fulfilled either by a preferred supplier arrangement or via a procurement process.

Evaluation and Feedback

Programme Review

A panel of event training experts will be selected to form a Quality Management/Risk Management group to evaluate the programme from a process, content and delivery perspective. This panel will review the training three to four times during the development programme.

Course Evaluation

Volunteers will be asked to complete evaluation forms at the end of their training course but prior to the final workshop/meet and greet session (uniform, accreditation distribution) to help identify any gaps that may impact on the volunteer performing their role effectively.

Workforce Assessments

Short quizzes (open-ended and multi choice questions) and worksheets will be developed to ensure that the volunteers are completing and absorbing the key aspects of the training they need to effectively perform their role. This will be managed automatically if and where possible (eg online module, Learning Management System) otherwise functional areas/managers (whoever is assigned to train/supervise the team) will need to conduct reviews and oversee attendance via the evaluation process.

Workforce Feedback

Feedback from the volunteers will be sought throughout the delivery of training (post session/online feedback questionnaires) where and when it can add value.

Learner Evaluation/feedback can/will be used to:

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- Identify any gaps that need to be filled (as required prior to and during tournament if possible)
- Identify any immediate remedial training
- Fulfil post-RWC 2011 reporting requirements.

Critical Success Factors

The success of the training will be determined by the following:

- Workforce engagement and motivation is maintained and visible throughout the training (there is evidence of the workforce engagement)
- Reviews are completed and recorded by the majority of the workforce
- Critical workforce skill gaps are identified

Key Challenges

Key challenges for the training programme are:

- Delivering effective training to 5000+ people who are distributed throughout New Zealand (12 match venues & 10 host cities) and potentially overseas
- Learners are an unknown mix of people (until April 2011) with an array of ages, ethnicities, backgrounds, skills etc.
- Delivering content that is inspirational
- Gaining workforce engagement throughout all the locations

Legacy

An effective training programme will deliver an important legacy by:

- developing training modules and materials that can be adapted and used again post RWC 2011 and for future events
- developing a nationwide training programme that delivers a consistent professional standard throughout New Zealand
- up-skilling a broad audience nationwide to a high standard in a number of roles across many different industries
- up-skilling people in specialised areas e.g. how to effectively manage and lead teams through New Zealand (transferable skills across volunteer, sport and recreational events).

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UNIFORMS

RNZ 2011, RWCL and the Government have agreed on the parameters around the design of the Volunteer uniform. A range of uniforms will be designed for the Volunteer Programme. These may be used to differentiate:

- Volunteers in an operational role
- Match venue, festival and city hosts
- Supervisors/Team Leaders

A process is being agreed to finalise uniform design based on the criteria outlined in the Funding Agreement between RNZ 2011 and the Ministry of Economic Development.

Uniforms will be distributed on bulk to all venues for functional areas to kit out their workforce. Uniforms will be available two months before the event.

Procurement Process

RNZ 2011's workforce uniform programme will include the provision of corporate uniforms and uniforms for the RWC 2011 Volunteer Programme (5000+ volunteers). The scope of services includes the manufacture and delivery of the workforce uniform in accordance with RNZ 2011's specifications and garment management services (including sizing, alterations, repairs and swaps). The workforce uniform will be required to be delivered to locations around New Zealand by end May 2011.

Outline of the EOI process

The Uniform expression of interest process commenced on 11 August 2010 and has the following components and timelines:

- Confidentiality agreement signed and returned by interested party – as soon as possible
- EOI document issued to interested party – shortly after receipt of signed confidentiality agreement
- EOIs received by RNZ 2011 – closing date is **4pm on Friday 27 August 2010**
- RNZ 2011 review process, shortlist developed
- Final decision by RNZ 2011 – late September 2010; appointment subject to Board approval and subject to contract.

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Key Timeline

Aug-2010	
Expression of Interest (EOI) Open	11-Aug-2010
Expression of Interest (EOI) Close	27-Aug-2010
Sep-2010	
Supplier Appointment (subject to contract)	21-Sep-2010
Sizing samples supplied for Walk Up interviews (RWC 2011 Volunteer Programme)	30-Sep-2010
Oct-2010	
Uniform Sizing conducted at interview (RWC 2011 Volunteer Programme)	1 – 29 Oct 2010
Nov-2010	
Volunteer Workforce Uniform Order Collation	1 – 29 Nov 2010
Dec-2010	
Volunteer Workforce Uniform Procurement - order placed by	24-Dec-2010
Jan-2011 to Mar-2011	
Corporate Uniform Sizing undertaken (throughout NZ)	1 Jan - 29 Mar 2011
Apr-2011	
Corporate Uniform Procurement - order placed by	1-Apr-2011
May-2011	
Delivery Required for entire order	27-May-2011
Jun-2011 to Aug 2011	
Distribution (to Workforce Centres throughout NZ)	1 Jun - 26 Aug 2011
Garment Management*	1 Jun - 26 Aug 2011
Sep-2011 to Nov 2011	
Uniform Management	1 Sep - 31 Oct 2011

**alterations, repairs, swaps and replacement stock*

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Uniform Types

Corporate Uniform

The Corporate Uniform will consist of a selection (to fit within budget) of the following items:

Uniform Type	Workforce Category	Item
Corporate Uniform	Formal	Overcoat/Jacket
		Business Suit (Jacket/Pant/Skirt)
		Tie
		Scarf
		Business Shirt
		Trouser (Casual)
		Executive Polo Shirt
		Knit Jersey
		Hat
		Satchel
		Travel Bag
		Umbrella
	Semi-Formal	Anorak/Stadium Jacket
		Business Shirt
		Trouser
		Executive Polo Shirt
		Micro Fleece Garment
		Hat
		Bag

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Volunteer/Workforce Uniform

The Volunteer/Workforce Uniform will consist of a selection (to fit within budget) of the following items:

Uniform Type	Workforce Category	Item
Volunteer Uniform	Volunteer Workforce	Stadium Jacket
		100% Waterproof Jacket
		Lightweight Jacket
		Trouser
		Casual Pant
		Rugby Jersey - Long Sleeve
		Rugby Jersey - Short Sleeve
		Polo Shirt
		Long Sleeve Cotton T-Shirt
		Short Sleeve Cotton T-Shirt
		Micro Fleece Garment
		Undershirt (polyprop)
		Cap
		Beanie
		Travel/Sling Bag
		Backpack
		Waterbottle

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		Wristband
	Stadium Workforce	Work Bib/Hi Vis Vest

Distribution

The options for distribution of the completed uniforms are as follows:

1. Individual delivery to Volunteer residence
2. Bulk delivery to Regional Workforce Centres

The preferred collection model is for each Volunteer to collect their uniform at the same time as they receive their Accreditation at either an Accreditation Centre or the Workforce Centre.

Garment Management

A comprehensive post delivery service arrangement needs to be developed with the contract supplier. This will include but is not limited to:

- Alterations (any amendment required to any garment)
- Swaps (any item that needs to be swapped for a different size)
- Replacements (any item that is faulty or incorrectly supplied)

All costs need to be agreed up front with the contract supplier. Potential costs include (but not limited to):

- Courier costs to and from contract supplier
- Full list of alteration costs i.e. trouser (waist intake, leg length) etc

A garment management policy/service agreement needs to be developed and included in the supplier contract.

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WORKFORCE MANAGEMENT

Following selection and training, the Volunteer Programme (in conjunction with the RNZ 2011 HR department) will assist with managing a large workforce of committed and capable volunteers to effectively support the delivery of the RWC 2011. The key objectives of workforce management will be:

1. Deliver support to functional areas, regions and venues to help them best manage their volunteer workforce
2. Provide an issue management function at tournament time
3. Develop and implement strategies that help retain volunteers by managing their expectations and providing them with positive and meaningful experiences
4. Ensure a reward and recognition strategy for the volunteers is in place across all regions

Effective ongoing management and communication is critical to ensuring successful delivery of RWC 2011. Following recruitment, selection and induction training, functional areas will assume overall responsibility for their volunteer workforce. At all times though, the Volunteer Programme and RNZ 2011 HR department will be ready to assist functional areas. Closer to RWC 2011 a match delivery structure will be implemented for the volunteer and paid workforce resulting in venue specific teams.

Key workforce management assumptions:

- Functional areas within venues and host regions are responsible for scheduling their volunteers and the operational management of those volunteers
- All managers and supervisors of volunteers will attend leadership training on managing a volunteer team effectively
- Regional Workforce Managers will be available at all times to assist functional areas and venues to manage their volunteers
- Wherever possible and appropriate volunteers will be provided with free public transport to and from their workplaces

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VOLUNTEER NEEDS/EXPECTATIONS

Expectations will be established upfront during the road shows to ensure all potential volunteers are aware of the entire scope of the roles being advertised, in particular that not all will be based in match venues and that free tickets to matches will not be provided.

All Volunteers will be provided with:

- food and refreshments during their work shifts
- a work uniform (varying dependent on role)
- free public transport to and from their work venue (where possible and appropriate)

Management strategies will be established to ensure volunteer needs and expectations are acknowledged. The following have been identified as key areas to be addressed:

Volunteer Expectation/Need	Management Strategy
Pre Tournament	
Knowledge of role and requirements	<ul style="list-style-type: none"> • Provide role overview • Role specific training attendance
Knowledge of the tournament and expectations	<ul style="list-style-type: none"> • Orientation/Generic training attendance
Familiarity with Team Leader and team prior to the tournament	<ul style="list-style-type: none"> • Meet and greet opportunities through training sessions • Name tags etc provided at sessions to assist with name recognition in the first instance prior to accreditation process • Provide social atmosphere for volunteers and paid staff to interact pre, during and post tournament
Familiarity with venue	<ul style="list-style-type: none"> • Venue specific training attendance
Communication in the lead up to the event including prompt and accurate responses to queries	<ul style="list-style-type: none"> • Regular correspondence with potential volunteers throughout the recruitment process • Regular newsletters sent out to all selected volunteers

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Volunteer Expectation/Need	Management Strategy
	<ul style="list-style-type: none"> Email and text messages to be sent for all important updates Quick response time to queries via a hotline/email communication
Formal communication that the volunteer can pass onto their employer regarding their RWC 2011 role and time commitments	<ul style="list-style-type: none"> Communicate early to all applicants they may need to apply for annual leave or talk to employer about other opportunities. Email correspondence formalised so that it can be passed onto employers ie volunteer acceptance email/letter and schedule/roster
Volunteer recognition	<ul style="list-style-type: none"> Each day each volunteer is thanked for their contribution by the team leader (and others)
During Tournament	
Meaningful and active roles provided	<ul style="list-style-type: none"> Volunteers kept busy during shift times Ensure can use skills and knowledge where practicable Job rotation opportunities - not always stuck with boring job
Provision of transport to and from shift	<ul style="list-style-type: none"> Clear communication of timetables and locations for public transport/car parking facilities Clear communication of transport limitations, ie only certain routes are free etc
Well managed Workforce Centre	<ul style="list-style-type: none"> Central and easy to find location, close to key activity areas ie in match venue or adjacent to Fan Zone Clearly signposted Personal welcome and assistance when needed One stop shop for equipment, meal

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Volunteer Expectation/Need	Management Strategy
	vouchers, check-in/out, break area etc where possible.
Provision of meal breaks and rest breaks during shifts	<ul style="list-style-type: none"> • Snacks will be provided to all volunteers working 4 hour shifts • Meals will be provided to all volunteers working over a 4 hour shifts. • Enough time provided for break • Substantial food supplied
Provision of all equipment required to undertake role	<ul style="list-style-type: none"> • Uniforms to be provided • Other equipment will be provided to ensure each role can be fulfilled successfully
Understand boundaries in terms of location, venue and authority	<ul style="list-style-type: none"> • Training/pocket sized manual for the volunteers with all relevant info re venues/contacts/policies etc • Clear signage in all work locations to be established • Maps of locations of workforce areas and venues to be provided • Thorough briefing prior to shift by Team Leaders to be undertaken each day
Post Tournament	
Recognition of volunteers	<ul style="list-style-type: none"> • Publically (ie street parade, function) and personally (ie certificate, medal etc) where appropriate
Ability to transfer volunteer skills to future events	<ul style="list-style-type: none"> • Ensure signed up with VolunteerNet so that are aware of volunteer opportunities as they arise

In addition, clear policies and procedures are being established for the volunteer programme around:

- Attendance
- Scheduling
- Contacting the venue/workforce manager as required

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- Hours of work and meal break requirements
- Training requirements
- Transport and Accommodation
- Termination and exit process
- OH&S requirements eg grievance processes, performance management, anti-discrimination etc
- Answering public enquiries competently
- Uniform policy
- Use of personal equipment and storage of personal items
- Recognition of volunteer service

Communication with volunteers will be crucial to ensuring volunteer needs are met pre, during and post the Tournament (see Communications section below).

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SCHEDULING/ROSTERS

In conjunction with the functional areas, the Volunteer Programme will establish overall guidelines and system requirements for allocating volunteers to work schedules and communicate these policies, guidelines and system requirements.

The allocation of paid and volunteer staff to work schedules will be performed by functional areas. Distribution of these schedules will also be undertaken by those same functional areas within the venues.

A scheduling tool will need to be developed or sourced. TMS does not currently have a sufficient scheduling component and it is not feasible for this to be developed in time for the tournament. This scheduling tool may need to link to information provided at interview stage around availability, location etc, therefore this scheduling tool will need to be in place by October 2010.

Scheduling guidelines will be established to ensure shifts and work load meets occupational health and safety requirements (see attached) for the industry.

Basic principles for scheduling include:

- All volunteers engaged with the tournament will be required to be available for a minimum number of days across the tournament period, dependent on the activity and operational requirements of their region:

Regions	Minimum days volunteers are required to work
Auckland	9 days
Wellington, Christchurch	7 days
All other regions	5 days

- A normal volunteer day will require a 6-8 hour shift
- There needs to be a 10 hour break between shifts
- Individual volunteers cannot work more than 5 days in row
- Significant cover to be provided for break times and peak times at activity areas.

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MANAGEMENT STRUCTURE

Pre-tournament

Planning for the Volunteer Programme will be initially Volunteer Function driven, with Operations Managers appointed to look after tournament (in-stadia) and host (outside stadia) role requirements.

From Quarter Three 2010, to match the approach being taken by most functional areas across the organisation, the role of HR and Volunteer Management functions will merge to be holistically Workforce focussed. From this it is expected that the Operations Managers as well as a HR Advisor will take on a regional approach to planning as Workforce Managers:

Each of the Workforce Managers will take on entire workforce planning for a geographical spread of match venue and team hosting locations, as outlined below:

Regional Workforce Manager – North

- Kerikeri/Bay Of Islands
- Whangarei
- North Harbour
- Eden Park
- Hamilton
- Rotorua
- Taupo
- Tauranga

Regional Workforce Manager – Central

- New Plymouth
- Napier
- Palmerston North
- Wellington
- Gisborne
- Wanganui

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Regional Workforce Manager – South

- Nelson
- Christchurch
- Dunedin
- Invercargill
- Ashburton
- Queenstown
- Blenheim

Tournament Time Roles

The Volunteer Programme and HR Managers are proposed to be based in the Main Operations Centre at The Edge in Auckland during the tournament to ensure constant contact with all functional area managers and to enable trouble shooting as required.

The Training Manager is proposed to be mobile during this period to relieve Managers and Workforce Managers as required.

Seven Regional Workforce Managers will be required during the tournament to manage all workforce across a region. It is proposed that these Regional Workforce Managers will have two locally based and funded Workforce Managers reporting to them:

- For the in-stadia roles there will be a Provincial Union appointed Tournament Workforce Manager
- For outside the stadium host roles there will be a Host Region appointed Host Workforce Manager

The locally based Workforce Managers will generally operate from Workforce Centres and will provide general workforce supervision, issue resolution, liaison with Functional Area Supervisors, coordinate redeployment, monitoring of break areas, shifts and breaks, adherence to Workforce Policies & Procedures, updates to noticeboards and Workforce support services etc.

The Regional Workforce Manager responsibilities will be split as per the structure of the match venues team to ensure a direct working relationship with Match Managers and Host Regions can be established:

North

- Workforce Manager – Eden Park (Auckland Central, Waitakere, Manukau)

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- Workforce Manager – North Harbour and Whangarei (Kerikeri/Bay Of Islands)
- Workforce Manager – Hamilton and Rotorua (Taupo, Tauranga, Gisborne)

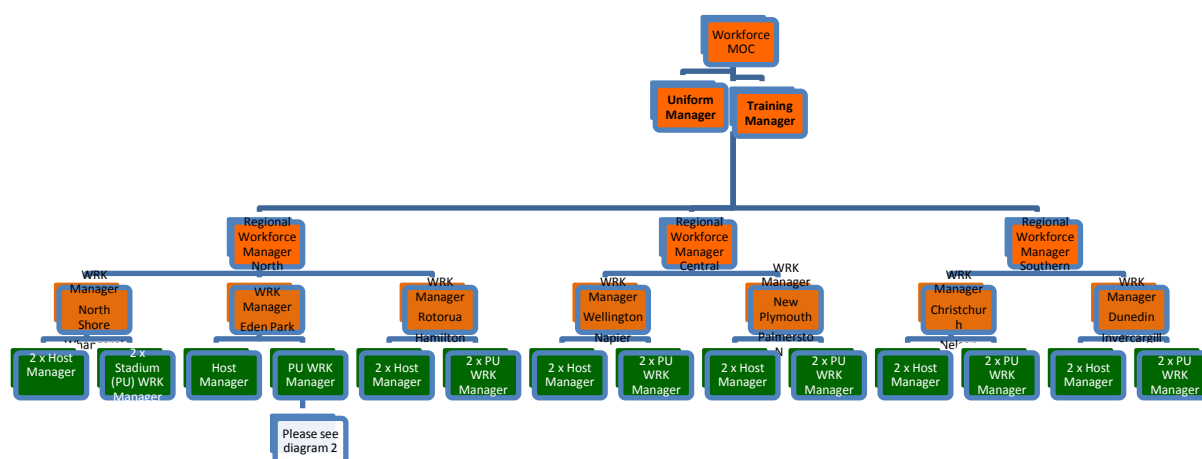
Central

- Workforce Manager – Wellington and Napier
- Workforce Manager – New Plymouth and Palmerston North (Wanganui)

South

- Workforce Manager – Christchurch and Nelson (Ashburton, Blenheim)
- Workforce Manager – Dunedin and Invercargill (Queenstown)

The proposed structure as outlined can be shown as:



In addition, each functional area will have a team leader or manager who will have direct supervision and management of their volunteers. Volunteers are integral to each staffing team. Day to day care and treatment of volunteers will be critical to maximising volunteer retention and ensuring effective delivery of RWC 2011. The Workforce Manager roles outlined above will assist functional area managers and team leaders in all aspects of the management of volunteers.

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Clear reporting lines need to be established to ensure volunteers feel comfortable in who they report to and why. It is critically important for all volunteers to establish a good relationship with supervisor/s and ensure the one team concept is communicated strongly to both volunteers and paid workforce.

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CATERING

In main volunteer hubs, volunteers will be able to claim a meal during their shift with a meal voucher received at check-in (see Workforce Centre below). This catering may be done on-site or prepared centrally at the main venue and distributed to Workforce Centres and Satellite Hubs.

Meal vouchers for nearby restaurants or cafes may need to be supplied in smaller or satellite hubs where workforce break areas do not have onsite catering capacity or no match venue exists. All volunteers will be supplied with water for every shift.

Catering will be supplied for all volunteers as per New Zealand Occupational Health and Safety Standards, being:

- one 10-minute rest break for a work period is between two and four hours;
- one 10-minute rest break and one 30-minute meal break if their work period is from four to six hours;
- two 10-minute rest breaks and one 30-minute meal break if their work period is from six to eight hours.

Volunteers will therefore be entitled to:

- a healthy snack provided for shifts between two to four hours
- a healthy snack and a full meal provided for shifts between four to six hours
- two healthy snacks and a full meal provided for shifts between six to eight hours

It is expected that volunteers will not handle cash unless in exceptional circumstances such as Team Liaison Officers. A policy will be developed for these exceptions.

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TRANSPORT

It is an expectation that volunteers will receive free public transport/parking when on duty subject to agreeing regional contributions. Free public transport/parking will be provided for volunteers on days of shifts only, where and when appropriate. Volunteers will be required to be wearing full uniform and accreditation in order to access free public transport services. They may also require a coupon or ticket provided to volunteers to ensure they can receive free public transport services.

Transport will not be provided for Volunteers to volunteer in another part of the country (or to get to New Zealand for those from overseas). The only exceptions to this rule are for Team Liaison Officers (and possibly translators/interpreters) who will be travelling with the team for the entire period of the tournament and T1 drivers who are required to travel between locations with teams or VIPs. A policy will be developed for these exceptions.

Provision of information and timetables for available transport options will be readily available at Workforce Centres and information areas, and any limitations with transport will be clearly communicated upfront to volunteers working in that area. If park and ride facilities are required, it is important to ensure that these are easy to find and free for volunteer use. Provision of transport options for those with a disability will be made available.

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RECOGNITION

It is important to the effective management and retention of volunteers to plan, implement and communicate clearly defined appreciation methods and procedures. Appreciation of volunteers will be linked to their continued service and their performance. In addition to formal appreciation, simple forms of informal appreciation are important (e.g. care, respect, thank you!). All volunteers should be thanked every day in some way.

All volunteers will be materially acknowledged in certain ways (to be finalised) before, during and after the RWC 2011. In particular, all volunteers will receive a uniform that they can keep. There may be an opportunity to purchase any additional uniform items cheaply post tournament.

Guidelines are to be developed to outline what recognition opportunities are suitable for volunteers and to ensure an element of parity across the regions so that the volunteer experience is similar in Auckland as well as some of the smaller team hosting regions. As part of the Match and Team Allocation Process, host regions have provided an indication of what they plan to do to reward and recognise volunteers within their area.

Recognition opportunities include:

Volunteer Events

Welcome events are likely to be teamed with briefing and/or training sessions for the volunteers. These events are the first opportunity for volunteers to meet their team and team leaders in a social setting and set the tone for the functional area and region going forward. Thank you functions are also expected to be held in each of the host regions post-tournament. Most of these will be in the form of a social function however some areas have proposed parades through the main street.

It is expected that welcome and/or thank you parties for the volunteers will be funded and managed by host regions.

Newsletters/Bulletin Boards

Newsletters prior to and throughout the tournament will be an effective way to showcase volunteers across the country and highlight specific contributions and spot prize winners. The newsletters also provide a way to keep all volunteers up to date on tournament activity and any changes they need to be made aware of.

Bulletin boards in Workforce Centres provide an opportunity for to post pictures, messages or showcase success stories of volunteers in a visible and public forum,

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Recognition Items

Guidelines will be established on the type of recognition items that can be provided to volunteers within a region to ensure parity of experience across the programme.

It is expected that there will be a central pool of recognition items to be distributed to all volunteers that will be managed by the Volunteer Programme team eg Flax bracelets. The scope of these is to be determined. The team will work with Logistics Operations to ensure these can be distributed efficiently.

Spot prizes throughout the tournament will be important and good ways to ensure a volunteer feels acknowledged and to maintain interest throughout the tournament. Options like volunteer of the day or week and clearly displaying the recipients in Workforce Centers or through centrally distributed newsletters.

Most host regions have also set aside resource to provide recognition items during and post the tournament including certificates of appreciation and small merchandise items.

Match tickets

Clear messages need to be provided up front and early on regarding the availability of tickets to ensure expectations are set around the provision of match tickets.

Operational activity

Daily activities for volunteers will be encouraged to keep up enthusiasm and instil a team spirit for example short exercise classes during briefing sessions. In addition, team leaders and paid workforce making visits to all posts daily to see how the volunteers are fairing and provide small refreshment items such as lollies or water to keep the volunteers comfortable and acknowledged daily.

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FACILITIES/VENUES

Main Operations Centre

The Volunteer Manager and HR Manager will be based at the Main Operations Centre located within The Edge in Auckland throughout the tournament to manage the overall Workforce Programme. Desk space and IT requirements are required to be scoped for these roles.

Regional Workforce Managers will escalate any issues that can not be resolved on the ground to the Main Operations Centre. A command and control structure for the Workforce programme will be developed to ensure all staff are aware of the means of escalation.

Workforce Centres

A Workforce Centre will be the central meeting point for volunteers and the broader workforce. Where available and appropriate, the Centre will be established for activity occurring in the lead up to the tournament to start to build a location for volunteers to connect with the tournament early in the volunteer journey.

A Workforce Centre can be used for the following operational purposes:

- Workforce Check In
- Workforce Briefings
- Workforce meetings and issue resolution as required
- Distribution of equipment
- Distribution of meal vouchers and meals
- Workforce Break Areas
- Provision of Newsletter and general information and updates
- Provision of water and sunscreen where available
- Monitoring presentation of staff uniform

Facilities

It is proposed that there be two main workforce centres scoped for each match venue region, one for in-stadia workforce and one for outside stadia workforce. Note that some smaller areas and team host venues may just require one central location and/or a small satellite location for operational purposes.

It is estimated that no more than 30% of the workforce will take a break at any one time, so the size and equipment required for each Workforce Centre will vary based on the regions headcount. Generally, however, it is sought that the following furniture, fittings and equipment be provided in each of the Workforce Centres to support required operations:

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- Large Room
- Bathroom facilities
- Five computers (numbers TBC on a site by site basis)
- Internet connection
- Photocopier/printer
- Projector and audio equipment for slideshow presentations
- 20 chairs/tables (numbers TBC on a site by site basis)
- TV
- Tea/coffee facilities
- Look and feel kits/locations

In-stadia

Workforce Check-in and Break Areas have been scoped for all match venues and space has been allocated on CAD drawings for these locations. IT points will be provided for all these spaces to ensure networked computer systems can be installed. It is important that specific areas are scoped in venue to ensure appropriate operational space is available for:

- Workforce Office
- Workforce Check-in
- Workforce Break Area

The following table outlines what has been scoped for each of the match venues (TBC):

Host Region	Volunteer Hub
Whangarei – Northland Events Centre	
Auckland – Eden Park	
North Harbour Stadium	
Hamilton – Waikato Stadium	
Rotorua – Rotorua International Stadium	
New Plymouth - Stadium Taranaki	
Napier – McLean Park	
Palmerston North - Arena Manawatu	

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Host Region	Volunteer Hub
Wellington – Wellington Regional Stadium	
Nelson – Trafalgar Park	
Christchurch - Stadium Christchurch	
Dunedin – Carisbrook or Otago	
Invercargill - Rugby Park Stadium	

Outside stadia

Through the Match and Team Allocation process, host regions nominated locations that could be used for Workforce Centres during the tournament period. An audit of these locations has been undertaken to ensure their availability, suitability and requirements are met and are reasonably consistent across the country. IT infrastructure into these locations will be more difficult than in-stadia and may need to be minimal or provided by host regions as per the requirements of the Match and Team Allocation responses. Satellite workforce centres may be required for smaller regions or areas hosting festival activity.

The following table outlines what has been scoped for each of the regions (TBC):

Host Region	Volunteer Hub
Whangarei	
Auckland	
Hamilton	
Rotorua	
Tauranga	
New Plymouth	
Napier	
Gisborne	
Palmerston North	
Wellington	
Nelson	
Christchurch	
Ashburton	
Dunedin	
Invercargill	
Queenstown	

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Workforce Centre Operations

Dates of Operation

Each Workforce Centre will have defined dates and hours of operation dependent on the activity of the region.

Workforce Check-in

It is proposed that all volunteers and paid workforce members working within a region will need to check in at Workforce Centres prior to the commencement of their shift. Inside stadia, the check-in area will be shared with other functions such as catering contractors. A desk within the check in area will be specifically allocated to Workforce and this will be identified through signage. Outside stadia Workforce Centres will also provide a check-in facility for all Workforce operating in city operations.

The process for check-in is to be confirmed but will either be:

- Manual check-in – list provided to the check-in desk and all workforce members ticked off on arrival and meal voucher(s) for the shift provided.
- Automated check-in – either pass scanned at check-in desk or a computer will be provided with access to the scheduling system allowing for real time access. A meal voucher(s) will also be provided at this point

Storage

It is proposed that Workforce Centres have minimal storage capacity available. During their training and in all tournament time correspondence such as handbooks, all Workforce will be advised that they are only to carry essential items on their person during a shift and that there will not be facilities available to store valuables. A bag will be scoped within the Workforce Uniform to ensure the ability for workforce to carry mobile phones and some cash with them while working.

Workforce Briefing

Prior to the commencement of each shift, Workforce will be briefed on the daily runsheet and their deployment location. It is proposed that this occurs within the Workforce Centre as this will be where all Workforce members gather prior to their shift commencing.

Workforce Equipment Distribution

If appropriate, the Workforce Centre will be used pre-tournament for the distribution of uniforms. During tournament time, any role related equipment such as radios, spectator services wands, loud hailer etc will be distributed by Workforce Managers or Team Leaders during the Workforce briefing.

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Workforce Administration

Workforce Managers and Team Leaders based in the Workforce Centre will be the first point of call for Workforce queries and calls regarding availability, non-attendance etc. Ideally they will have access to a computer to update the scheduling system and redeploy workforce in real time.

Look and Feel

All Workforce Centres will have the RWC 2011 'Look and Feel' of the Volunteer Programme and broader tournament as part of the set up. A kit of parts for Workforce Centres will be defined and utilised to ensure a consistency across the country. The 'Look and Feel' of Inside Stadia Workforce Centres will be paid for and delivered by RNZ 2011. Outside Stadia Workforce Centres Look and Feel will be paid for and delivered predominantly by the regions, dependent upon the contractual obligation under the Host Region Agreement.

VOLUNTEER PROGRAMME COMMUNICATIONS PLAN

A Communications Plan for the Volunteer Programme will be developed, incorporating all aspects of the Volunteer Journey. To date, the priorities for this plan have been around the Programme Launch and the Recruitment Drive (see details below).

Following on from these two milestones, a Communications Plan focussing on the engagement and interaction with the volunteers will be written encompassing all activity between now and the completion of the tournament.

VOLUNTEER PROGRAMME LAUNCH

On June 9, 2010 the RWC 2011 Volunteer Programme was officially launched. This was a joint announcement by the Government, as funder of the programme and RNZ 2011 as tournament manager.

The three key communications objectives for the event were:

- Awareness: to build strong public awareness of the volunteer programme
- Understanding: to achieve excellent cut through with a wide cross section of media who provide a critical channel to the New Zealand public
- Exposure: to achieve strong media coverage to support the ongoing public education campaign

These communications objectives will be achieved through a combination of:

- A major media launch event

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- A volunteer road show through each of the 23 host centres with associated media opportunities
- An expanded RNZ 2011 volunteer portal to manage recruitment and providing information on positions, expectations, volunteer profiles, FAQs etc
- Communication through the RNZ 2011 eNewsletter, CEO speeches and Fairfax monthly column
- Communication through regional RWC 2011 websites
- Targeted communication to potential volunteers through Provincial Rugby Unions and the volunteer community

Key stakeholders for the launch and road show were:

- New Zealand public
- Volunteer organisations
- Provincial Rugby Unions
- Government – PM, Rugby World Cup, Social Development Ministers
- RWC – RWCL, NZRU, NZ 2011 Office, RNZ 2011
- Regional coordination groups
- Media

Strategy

The communications plan for the launch focused on two phases:

1. June 9 – launch day
2. June 14 to July 14 - Volunteer programme public education road show

Phase 1 – The Launch

A June 2010 media launch event represented good timing in terms of building awareness. It capitalised on the high profile of RWC 2011 developed through the first phase of public ticketing over April and May 2010 and led into the June All Blacks test season when Rugby's profile is also high. The launch event also unveiled the "Volunteer Ambassador", former All Black Michael Jones.

The launch event was a low key and relatively informal event which was "grassroots" Rugby focused. The event was held at Petone Rugby Club at North Park. Founded in 1885, the club celebrated its 125th anniversary in 2010. It has produced 30 All Blacks including former captains Tana Umaga and Andy Leslie, now involved in Wellington Rugby's RWC 2011 legacy programme.

The event was preceded by a photo opportunity during an afternoon school boys practice session. Media and some stakeholders were invited including RWC 2011 regional

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coordinators who were in Wellington for a meeting that day. Support was received from key stakeholders – Provincial Rugby Unions/NZRU and the volunteer community before the launch ensuring they could issue supporting media statements on launch day.

Media collateral used were:

- Joint media statement – PM and RNZ 2011
- Backgrounder
- Road show itinerary
- Volunteer 'stories'
- Timeline
- FAQs

Phase 2 – The Road show

Road shows were conducted in each of the 23 team hosting centres during the four weeks following the launch. The road shows aimed to explain the process of registration and to condition expectations among potential volunteers.

The road show was led by the Volunteer Manager (and staff) with appearances by the RNZ 2011 CEO and the Volunteer Ambassador. Each presentation was top and tailed by video content including the RWC 2011 promotional video, and messages from RNZ 2011 CEO and/or the Volunteer Ambassador.

Up to two briefings were held in each centre, one at lunchtime and one in the evening. The lunchtime briefings proved to be the most popular. Venues included a mix of town halls, stadia, community and sports centres, and rugby clubs.

Registrations then opened in a rolling fashion as each centre was visited to ensure orderly management of applications. Attendees were given a fridge magnet with the registration URL details on leaving the meeting. The fridge magnet used the tagline 'Who wants to be the best hosts in the world?'

Each visit was publicised through:

- A print advertisement in main regional newspaper and possible radio ad lib spots
- Preview media interviews with Volunteer Manager – local print and radio

Outcomes

The launch achieved excellent media cut through and the road show attracted approximately 3560 people. The approximate breakdown of the numbers by region were:

Dunedin	180	Invercargill	50	Queenstown	45
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Christchurch	300	Ashburton	40	Nelson	120
Blenheim	40	Wellington	600	Porirua	90
Masterton	35	Hutt	120	Palmerston North	140
Wanganui	60	New Plymouth	140	Hamilton	160
Taupo	50	Rotorua	50	Whangarei	80
Kerikeri	40	Waitakere	90	Manukau	230
Auckland	400	North Harbour	250	Hawkes Bay	160
Gisborne	30	Tauranga	60		

VOLUNTEER RECRUITMENT DRIVE

To create urgency around the Volunteer Recruitment process, a register by date of 24 September has been set. This date allows the programme to leverage off the Phase 2 Ticket Campaign as well as the momentum of One Year To Go celebrations.

The three key communications objectives for the Recruitment Drive are:

- Awareness: to build strong public awareness of the Volunteer Programme and create urgency around the need for people to register now
- Understanding: to achieve excellent cut through with a wide cross section of media who provide a critical channel to the New Zealand public
- Exposure: to achieve strong media coverage to support the ongoing public education campaign

The communications objectives will be achieved through a combination of:

- A high profile media event in mid September
- An expanded RNZ 2011 volunteer portal to manage recruitment and information on positions, expectations, volunteer profiles, FAQs etc
- Communication through the RNZ 2011 eNewsletter, CEO speeches, media interviews and Fairfax monthly column
- Communication through regional RWC 2011 websites
- MP columns in local newspapers to encourage people to Volunteer
- Targeted communication to potential volunteers through Provincial Rugby Unions and the volunteer community
- Viral email distributed through a variety of stakeholder organization databases with associated presence on their websites (including through RWC 2011 World Wide Partners like ANZ)
- Articles in targeted publications – both electronic and hard copy
- A mix of paid and value add advertisements

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Key Stakeholders for the Recruitment Drive are:

- New Zealand public
- Volunteer and NFP organisations
- Provincial Rugby Unions
- Government – PM, Rugby World Cup, Social Development Ministers, SPARC, Tourism NZ
- RWC – RWCL, NZRU, NZ 2011 Office, RNZ 2011
- Regional coordination groups (including i-SITES, Universities etc.)
- Media

Strategy

The communications plan for the Recruitment Drive focuses on three phases:

1. August 23 to September 12 - Widespread Promotion
2. Mid –September - Media event
3. September 13 or 14 to September 24 – Above the line advertising/promotion

Phase 1 – Widespread Promotion

This will be below the line promotion including aspects like viral email campaigns, website banners, electronic and hard copy editorial and paid advertisements in targeted publications.

Support will be sought from the key stakeholders and other organisations to distribute key messages, emails, banners and other promotional material, including:

- Provincial Rugby Unions/NZRU
- Volunteer New Zealand
- Human Resource Institute of New Zealand (HRINZ)
- SPARC (including National Sporting Orgs, National Recreation Organisations and Regional Sports Trusts)
- Tourism New Zealand (including i-SITES)
- Foundation for Youth Development
- Tertiary Institutions (universities and Technical Institutions)
- Youth Organisations (including Scouts, Girl Guides etc.)
- Not for Profit Organisations (including Cancer Society, Plunkett etc.)
- Key corporates – ANZ, DB and other major supporters of RWC 2011 and large employers

Phase 2 – Media event

A mid-September event which aims to achieve high profile national media attention as a way of drawing further attention to the September 24 deadline. This will leverage off the

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high profile of RWC 2011 developed through the 'One Year to Go' celebrations around September 9 and the Phase 2 Ticket Campaign over September.

Phase 3 – Above the Line Advertising

In addition to the above phases, it is intended to run an above the line advertising campaign leading into 24 September.

A key consideration in the development and placement of above the line media is the cross over (conflict) with the Phase 2 Ticket Campaign. The extent of the ticketing campaign means there will be significant "noise" in the marketplace, but also provides an opportunity for RNZ 2011 to leverage off the total spend and increase the frequency of any volunteer messaging.

One option being investigated is to confine the media activity for volunteer registrations to a two week window leading into 24 September.

COMMUNICATION THROUGHOUT THE VOLUNTEER JOURNEY

It is critical to communicate with all those who enquire and register with the RWC 2011 Volunteer Programme continuously throughout the programme. Communications will be sent to all who are successful, unsuccessful and on hold to keep them up dated and engaged prior to and during the tournament.

Communication pre-tournament will most likely be via email or social media such as a specific Facebook Volunteer site. During the tournament it will most likely be via text message.

Key touch points along the Volunteer Journey are:

Registration

- Acknowledgment email
- Reminders to update details as required
- Volunteer Alerts regarding timelines and next steps

Interview Process

- Invite to attend interview
- Information regarding the interview
- Thank you for attending email

Offer

- Offer to successful applications and clear instructions on how to accept

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- Acceptance 'thank you' correspondence
- Clear communication to those 'On Hold' or 'Unsuccessful'

Training

- Introduction to the training programme
- Use of the volunteer brand – building a personality along the journey and presented in a positive, enthusiastic and professional manner
- Regular communications distributed before, during and after the training phase
- There are four key areas identified:
 1. Training – volunteer expectations
 2. Induction/Generic – scheduling, preparation and support
 3. Job specific training – scheduling, preparation and support
 4. Venue specific training – scheduling, preparation and support

Orientation

- Information on collection of accreditation and uniforms
- Pre-tournament volunteer welcome event (TBC)

Tournament Time

- Recognition items
- Bulletin Boards
- Newsletters

Formal Recognition and Appreciation (Post Tournament)

- Thank you email/letter or certificate
- Volunteer function invitation

COMMUNICATION METHODS

Continuous communication needs to occur to all potential volunteers through the application and subsequent offer process to ensure we have strong engagement with all applicants. Communication must be open, honest, engaging (two-way), regular and comprehensive.

Strong, clear and positive communications prior to and during the tournament will help increase engagement and create a seamless “one team” approach to the volunteer workforce. The tone will reflect a distinctly New Zealand feel and vibe fostering a culture of respect, openness and fun.

Main communication methods proposed are:

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Volunteer Brand

A Volunteer Brand will be developed to follow the entire Volunteer Journey, creating a consistent theme and engaging personality for the programme. The volunteer brand needs to visually represent the volunteer journey in a professional, fun and engaging way to convey a great sense of team (identity) and hosting experience.

The brand should provide consistency and vibrancy to volunteer programme communications and complement all collateral, correspondence, training and tournament time applications.

Website

www.rugbyworldcup.com/volunteer - contains information on roles, timelines, the volunteer journey, regular updates, frequently asked questions etc. The website is also the portal for the registration process.

Social media

A specific volunteer facebook page will be established as a networking mechanism for volunteers and also as a portal for information dissemination and updates. Specific groups for regions and/or functional areas will be created to provide focused discussion opportunities for volunteers.

Email

A volunteer programme specific email address has been established (volunteer@rugbyworldcup.com) to answer enquiries. Protocols and generic replies have been established to ensure enquiries are answered in a timely and appropriate manner.

Help Desk

0800 RWCVOL has been established using the existing ticketing help desk to address enquiries as required. This is not proposed to be extensively advertised so therefore it will not be the main point of call for assistance from volunteers.

Text updates

Text messages are expected to be the main form of communication at tournament time due to its immediacy.

Newsletters and Alerts

Regular newsletters and volunteer alerts will be made available online and through Workforce Centre's (at tournament time). Newsletters and alerts will give information,

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profile volunteers, advise, update and reinforce messages and training. These may be in a hard copy format at Workforce Centre's and can also be emailed via TMS.

Tournament Time Communications

It is intended to use email, text and phone as our key tournament time communications methods. It is not envisaged that radios will be used by the Volunteer Team. However some volunteers may be required to use radios, these should be provided by the functional area concerned.

PROGRAMME MANAGEMENT

BUDGET

A detailed budget has been developed based on a number of assumptions that are still to be confirmed or determined.

Expenditure Items	Budget
Recruitment	
Uniforms	
Training	
Transport/Accommodation	
Catering	
Project Management	
Insurance etc.	
Total	

RISK MANAGEMENT

A comprehensive risk management plan is required given the high profile nature and critical importance of the Volunteer Programme to the successful delivery of the tournament.

A significant amount of work is required at a detailed level to complete a full risk assessment and management plan. This has begun and will continue to be developed and expanded as the project evolves through the planning and initial phases of implementation.

Based on this, an initial high level risk assessment has been completed in conjunction with the overall RNZ 2011 tournament risk management process.

CONTINGENCY PLANNING

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Contingency planning for the Volunteer Programme will evolve as the project evolves. A number of contingency plans have been developed already. There are many more that will be determined as part of the risk assessment and management process and as the project continues to be developed.

EVALUATION

The Volunteer Team are working with Victoria University with a view to having a longitudinal study to track volunteer motivations, expectations and experiences. It is intended that this provide independent and timely feedback for the Volunteer Team on selection, training, event expectations and experiences so that the programme can be altered in need. There is an expectation that the information will be presented in academic publications at conferences and in journals, as well as being used in practitioner forum for future learning and legacy outcomes.

REPORTING

Reporting on the progress of the Volunteer Programme will be completed on a monthly and quarterly basis in terms of the overall RNZ 2011 reporting requirements and the reporting requirements in the Funding Agreement with Government. One of the requirements of the funding agreement with Government is the production of a post-event report.

INDEPENDENT REVIEW

An independent review of the Volunteer Programme has been completed by a field expert.

Mr Brettell has also been engaged to provide quarterly reviews of the RWC 2011 Volunteer Programme and progress being made. Mr Brettell has been in New Zealand to review progress in February 2010 and June 2010. A further visit is planned for October 2010. A schedule for reviews in 2011 is to be developed.

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KEY MILESTONES

Attached is a copy of the key milestones based on a variety of planning sessions

The following tasks have been identified

Operations Managers (Host and Tournament) in place	April/May 2010
Recruitment of Team Liaison Officer and assistant roles commence	April 2010
Communication with everyone who has submitted expression of interest	May 2010
Team Liaison Officers selected	May 2010
Training Manager and VP Administrator in place	May 2010
Specific target population groups identified and agreed	May 2010
Public launch of the Volunteer Programme	9 June 2010
Regional road show for potential volunteers conducted	14 June 2010 – 14 July 2010
Agree social development outcomes	July 2010
Public registrations open	14 July 2010
Tournament volunteer roles selected and tested at rugby events	July 2010 – Sept 2011
Scoping roles and requirements completed	August 2010
Database extracts provided to Volunteer Net	August 2010 – October 2011
Detailed operational plan completed	August 2010
Training programme requirements scoped for each role	August 2010
Initial estimates of volunteer catering requirements advised	August 2010
Uniform design signed off	August 2010
Training provider(s) selected	September 2010
Volunteer selection and screening commences	October 2010
All Core Tournament and Host volunteers selected and confirmed	December 2010
Training content designed and tested	February 2011
Training commences for all Host volunteers	May 2011
Venue based management structure in place	April 2011
Uniform ready for distribution	June 2011
Pre-tournament recognition functions held	August 2011
Bulk of Host and Tournament volunteers commence their roles	1 September 2011
Tournament finishes	23 October 2011
Volunteer roles finish	26 October 2011
Volunteer recognition functions held	Late October 2011
Final reporting completed	December 2011

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